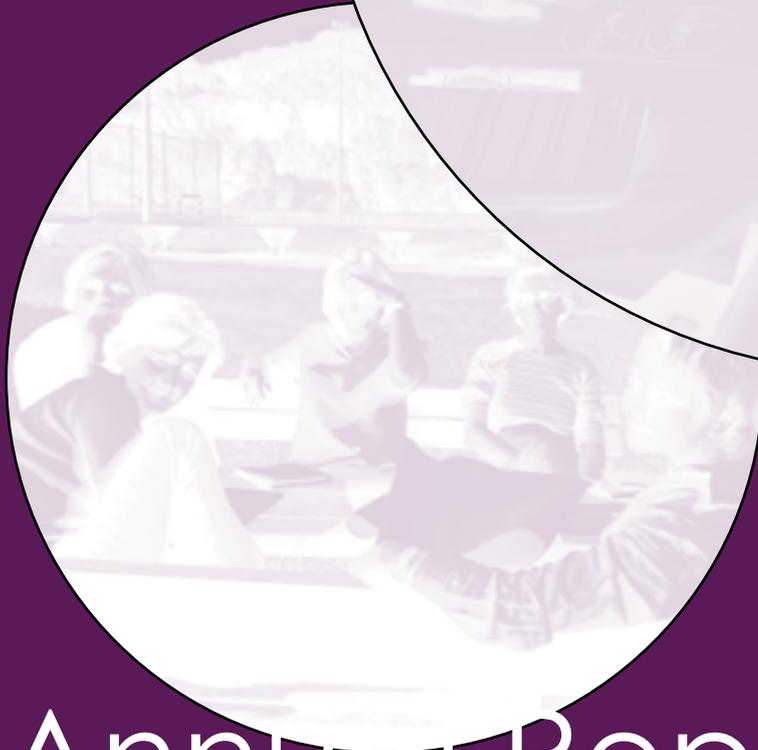


INTRAC

The International
NGO Training and
Research Centre



Annual Report 2003/4

Why we exist

INTRAC's Mission Statement

INTRAC provides training, consultancy and research services to organisations involved in international development and relief. Our goal is to improve civil society performance by exploring policy issues and by strengthening management and organisational effectiveness.

INTRAC believes in the importance of Civil Society Organisations (CSOs) as alternative and independent actors working for sustainable development in a just, civil society. By way of definition, we see CSOs as having their origins outside the state and the for-profit market. Maintaining and valuing a degree of autonomy, they have the potential to provide alternative views, policies and actions to those promoted by government or the private sector.

INTRAC is committed to protecting and promoting the values of social justice, empowerment and participation of the poorest and most marginalised groups. INTRAC contributes to this objective by strengthening the organisational and management capacity of Non-Governmental Organisations (NGOs). To this end, it analyses and disseminates information on global trends in this field, and supports institutional development in the NGO/civil society sector, insisting on a multi-stakeholder approach which includes all those engaged in international development.

We are an NGO that serves civil society. Our approaches and activities derive from the experience of the NGO community. The skills of our core staff are complemented by specialist Associates who play a significant part in our training, consultancy and research. In these two ways we seek to ensure that our services are fully relevant and of the highest quality.

Contents

<u>Messages</u>	<u>3</u>
<u>What we've achieved</u>	<u>4</u>
<u>What we're aiming for</u>	<u>5</u>
<u>Publications</u>	<u>6</u>
<u>INTRAC People</u>	<u>8</u>
<u>People we've worked with</u>	<u>10</u>
<u>Financial Information</u>	<u>11</u>
<u>Contact Us</u>	<u>12</u>



Chairman of the Trustees' Message

Honoured to be invited to be Chairman, I inherited from Jonathan Benthall an organisation in good shape. In terms of workload and finance, we are if anything in even better shape now. Yet that encouraging diagnosis masks realities which pose challenges.

It is good to report that the 'order book' for our training and consultancy services is full; and that 58 per cent of the consultancies involved 15 or more days' work. Good, too, that our programmes in Central Asia and Malawi continue well received, attracting extensive local participation; that the NGO Forum continues to pool research thinking of a good number of like-minded European bodies; and that the imaginative Dutch support through 'Praxis' is being turned into useful research and dissemination. As a result our staff are overstretched, and this requires attention. So it is good to be able to report, too, that reserves are ahead of the prudent minimum – indeed, INTRAC's finances have never been better.

However, funding for Central Asia, for Malawi and the Research Forum needs replenishment. Substantial new collaborations are upcoming, but we remain without core funds, so that, despite an excellent reputation, we have to seek new financing for virtually every fresh initiative. Add to that the crisis in international co-operation, where great powers' trammelling of the UN and inconsistency in addressing the human rights implications of varied trouble spots have helped beget lethal defiance to the aim of neutrality and objectivity in humanitarian and developmental assistance.

Against that background, of optimism internally and pessimism externally, the task is to judge how much to invest in further strengthening competence in our specialisms, and how much 'below the line' to free our personnel to be yet more creative.

To address the challenges, we are blessed with a staff loyal, hard-working and gifted; and with a committed and supportive Board. I hope to report next year that we have met the challenges successfully, in the shape of an expanded programme.

Bill Jackson July 2004



Director's Report

In the past year we saw growth on almost all fronts (Southern consultancy, Open and In-House Training, research consultancy and so forth). Growth in itself is not necessarily an indicator of the quality of our work but it does indicate that our services are still being requested and that presumably we are still relevant to the needs of civil society groups. The growth is reflected in the final accounts for the year, which show a 15 per cent increase in turnover and a healthy contribution to reserves.

The overall amount of work has increased – in particular we seem to have regained some of the ground lost due to the post-2001 problems which were coupled with changes in tendering processes. We have achieved this with a growth in costs less than those of income, and if we use the number and proportion of chargeable days as indicators this would also show a greater level of efficiency in our use of time.

It is always harder to assess the impact of our work due to the short-term nature of many of our interventions with a few exceptions (Malawi and Central Asia). The reviews we have carried out every five years and the individual evaluations of specific programmes go some way to informing us of where we are having an impact. In the short to medium term, however, two indicators might be the degree to which we keep being asked to do extra and follow-on work, and the continued spread of our reputation internationally. The reputation is built on two pillars, one being the overall work of the organisation INTRAC and the other the specific work of our staff and associates upon which we rely for implementing our varied programme.

It could be added that a third indicator is the degree to which we are now copied – imitation is the sincerest form of flattery! And the number of organisations across Europe including universities and consultancy firms which have tried to emulate some of our work is insightful.

Brian Pratt July 2004



What we've achieved

INTRAC's portfolio of capacity building and research work includes longer-term grant-funded programmes, specific initiatives for which we raise funds and our Open Training Programme which is entirely self-financing. INTRAC has also provided a wide range of services in over 70 consultancies. This year has seen achievements in the following types of interventions:

Restricted Funds Work

- The Central Asia Civil Society Strengthening programme (ICAP):
 - successfully completed a modular training programme in analytical skills for NGOs in Kazakhstan, and has started a cycle in Tajikistan;
 - held a regional conference on community level civil society strengthening;
 - completed research into community level NGO engagement (published as OPS 40)
- The NGO Research Programme held two forum meetings, completed research into partnerships and progressed in rights-based approach research.
- The Malawi Programme successfully completed a review and redesign process, resulting in a proposal to scale up operations.
- The Open Training Programme held 14 courses, with a total of 182 participants from all parts of the world.
- INTRAC's new Praxis Programme was launched and has started new initiatives to more effectively link research and practice around key organisational capacity building themes.
- Several specific initiatives were taken including our 5th Evaluation Conference (selected papers published as NGOMPS 18).



Consultancy Service Work

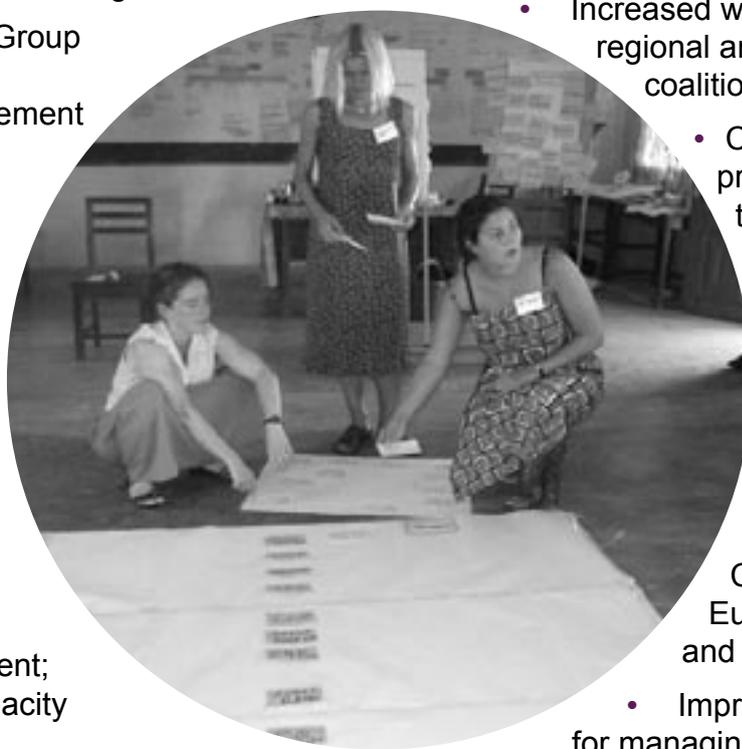
- A growing number of requests arrived from official agencies for INTRAC to support their work in civil society strengthening at community level (e.g. in Central Asia and Ethiopia).
- Our work to support the effective functioning of civil society umbrella bodies, secretariats, networks and coalitions at global level (e.g. Amnesty International); at regional level (e.g. CIDSE and the European Roma Information Office) and at national level (e.g. in Malawi, Uganda and Mozambique) has increased.
- INTRAC continues its commitment to working with similar types of support organisations across the world, and we have been involved in such consultancies in Kazakhstan, Macedonia and China.
 - Supporting international NGOs in their work was a core area for consultancies right from the beginning of INTRAC's life. This year has seen a range of interventions (training, OD, M&E systems design, capacity building strategy design, research etc.) with many INGOs.
- Engagement with the Official Agencies' Civil Society/NGO Units has continued, and we were involved in background research and facilitation of a workshop for such units, as well as being engaged by individual agencies such as UNDP and DfID for specific consultancies for their work with national NGOs and Southern/Eastern civil societies.

What we're aiming for

Restricted Funds Work

In the coming year we would like to see:

- An expanded programme in Malawi, building on our leadership and organisation development work, but including new areas such as advocacy capacity building, analytical skills training and research into developmental practices.
- INTRAC's Open Training starting to be made available in other regions.
- A Mines Advisory Group (MAG) study into community engagement in mine action.
- Building of our relationships with other support providers, by means of collaborative reflection within the Praxis Programme. Key themes include: organisational learning; cross-cultural management; HIV/AIDS and capacity building.
- A number of specific new research initiatives such as a civil society and community development conference, a new phase of the NGO Research Programme, and funds raised for a new long-term research project.
- Consolidation of our longer-term work supporting the Roma organisations across Europe.
- A new phase for our Central Asia programme, which clearly provides a 'value-added' contribution to the region.



Consultancy Service Work

It is always far more difficult to be proactive in this area, but this new year we would like to see:

- A positive input into civil society development in Central Asia with major agencies working in the region.
- Continued contributions to the strengthening of Malawian networks and support organisations.
 - Increased work in supporting regional and global networks, coalitions and secretariats.
- Concrete support provision to INGOs' efforts to develop appropriate capacity building interventions, together with research into the current approaches to this work being taken by European NGOs.
 - Opportunities to build on our work in China, Japan, South East Europe and the Caucasus, and the Middle East.
- Improved internal capacity for managing our consultancy work and for learning from it.

Photographs: both pages – Ghana Venskabsgrupperne, Denmark.

Publications

During the period from 1 April 2003 to 31 March 2004 INTRAC published four titles and began work on ten more (see below for details).

Forthcoming titles will be published under the banners of our three key themes:

civil society, organisational development and participatory development.

Ontrac

Our popular newsletter **Ontrac** has covered the following themes: donor funding to NGOs, communication and information flows and NGOs as part of civil society in Central Asia. INTRAC's research bulletin **Informed** has been made available by subscription to a wider audience.

NGO Management and Policy Series

- Brian Pratt (ed.), *Changing Expectations? The Concept and Practice of Civil Society in International Development*, NGO Management and Policy Series No 16, November 2003
- Lucy Earle (ed.), *Creativity and Constraint, Grassroots Monitoring and Evaluation and the International Aid Arena*, NGO Management and Policy Series No 18, September 2004



Praxis Series

- Oliver Bakewell with Jerry Adams and Brian Pratt, *Sharpening the Development Process*, Praxis Guide 1, November 2003*
- Mia Sorgenfrei, *Capacity Building from a French Perspective*, Praxis Paper 1, July 2004[§]



* Russian version forthcoming late 2004

§ French version forthcoming September 2004

Occasional Papers*

- Anne Garbutt and Simon Heap, *Growing Civil Society in Central Asia: First INTRAC Regional Conference*, Occasional Papers Series No 39 and 39a (Russian), August 2003
- Lucy Earle, *Community Development in Kazakhstan, Kyrgyzstan and Uzbekistan: Lessons Learnt from Recent Experience*, Occasional Papers Series No 40, April 2004
- Rick James, *Leaders Changing Inside Out*, Occasional Papers Series No 43, November 2003

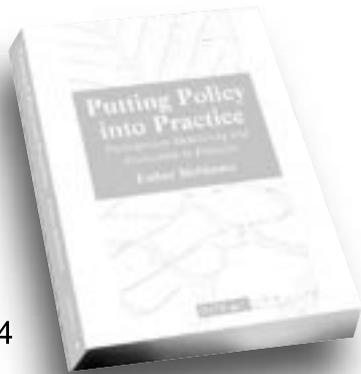


Website

- John Hailey and Mia Sorgenfrei, *Measuring Success: Issues in Performance Measurement*, Occasional Papers Series No 44, May 2004
- * Occasional Papers Series 1–20 are being made available electronically via our website and on a CD and will cease to be published in print.
- Briefing papers recently published include No 6, *Autonomy or Dependence*, and No 7, *Community Development in Central Asia*
- Praxis Notes recently published include No 5, *Mayan Organisation and Management* and No's 1 – 4 on *Cross Cultural Management and Capacity Building*.

Other Books

- Esther Mebrahtu, *Putting Policy into Practice: Participatory Monitoring and Evaluation in Ethiopia*, June 2004
- Vicky Mancuso Brehm with Emma Harris-Curtis, Luciano Padrão and Martin Tanner, *Autonomy or Dependence? Case Studies of North–South NGO Partnerships*, August 2004
- Mia Sorgenfrei, *The Praxis Directory of Civil Society Support Providers*, March 2004 (online only, at www.intrac.org/Intrac/PraxisDirectory_en.html)



Forthcoming

- Janice Giffen with Simon Heap (eds.), *The Development of Civil Society in Central Asia*, NGO Management and Policy Series No 17 and 17a (Russian), December 2004
- Jonathan Goodhand, *NGOs, Aid and Conflict*, NGO Management and Policy Series No 19, April 2005
- Oliver Bakewell with Emma Harris-Curtis, *Rights-Based Approaches*, Occasional Papers Series No 41, November 2004
- Anne Garbutt and Charles Buxton, *Monitoring & Evaluation in Central Asia: 2nd INTRAC Regional Conference*, Occasional Papers Series No 42, December 2004

INTRAC People

INTRAC TRUSTEES

(for the period 1 April 2003 to 31 March 2004)

Bill Jackson	(Chair)
Anne Coles	(Vice Chair)
James Rowland	(Treasurer)
Derek Roebuck	(Company Secretary)
Jonathan Benthall	
Paddy Coulter	(from June 2003)
Rose-marie de Loor	(from June 2003)
Peter Poore	
Rosemary Preston	(to June 2003)
Lesley Roberts	(to June 2003)
Ed Ross	
Naglaa Salem	(from Sept 2003)
Elizabeth Stamp	(to June 2003)
Janet Townsend	(from June 2003)

ASSOCIATES AND FRIENDS

Vesna Bosnjak
Jo Boyden
Bruce Britton
John Cammack
Piers Campbell
Robert Chambers
Chris Dammers
Sue Elliott
Alan Fowler
Maria Cristina Garcia
Jonathan Goodhand
Hugh Goyder
John Hailey
Peter Loizos
David Marsden
Raj Patel
Max Peberdy
Mark Robinson
Carol Sahley
Mira Savara
Martin Scurrah
Mark Sinclair
Hugo Slim
Ian Smillie
Leo Thomas
Mariano Valerrama
Chris Wardle
Fritz Wils



INTRAC STAFF

Lola Abdusalaymova	Country Manager, Central Asia Programme (Uzbekistan)
Jerry Adams	Senior Consultant/Team Leader
Ceri Angood	Conference Organiser (to 09/03)
Oliver Bakewell	Senior Researcher (from 08/03)
John Beauclerk	Programme Manager, Central & Eastern Europe/Mediterranean
Carol Beaumont	Finance Assistant
Rebecca Blackshaw	Training & Logistics Co-ordinator
Vicky Brehm	Researcher
Barbara Brubacher	Researcher
Charles Buxton	Programme Manager, Central Asia Programme
Kulnara Djamankulova	Community Development Advisor, Central Asia Programme
Lucy Earle	Researcher
Simon Forrester	Country Manager, Central Asia Programme (Kazakhstan/Kyrgyzstan)
Bakhodir Fozikhujaev	Community Development Advisor, Central Asia Programme
Anne Garbutt	Regional Manager, Former Soviet Union
Janice Giffen	Capacity Building Materials Development Advisor
Thomas Grammig	Research Co-ordinator (from 02/03 to 06/03)
John Hailey	Programme Director, Praxis (from 05/03)
Emma Harris-Curtis	Information Officer/ Researcher (to 09/03)
Simon Heap	Senior Researcher (to 07/03)
Peter Howlett	Director of Finance
Charlotte Hursey	Senior Researcher, Praxis Programme (from 06/03)
Rick James	Senior Trainer/Consultant, Malawi
Laura Jarvie	Information Officer (to 09/03)
Mira Kadyrova	Administrative Assistant, Central Asia Programme
Natasha Laptieva	Programme Assistant, Central Asia Programme
Brenda Lipson	Director of Training and Capacity Building
Sarah Methven	Training and Capacity Building Manager
Rahima Mirikramova	Programme Assistant, Central Asia Programme
Anvar Omurakov	Finance & Admin Assistant, Central Asia Programme
Roberta O'Neill	Programme & Contracts Co-ordinator
Brian Pratt	Executive Director
Baktygul Sandybaeva	Accountant, Central Asia Programme
Indrani Sigamany	Training and Capacity Building Manager
Jacqueline Smith	Information Officer (from 09/03)
Chinara Tashbaeva	Community Development Advisor, Central Asia Programme
Natasha Thurlow	Administrative Assistant
Lola Umatalieva	Programme Assistant, Central Asia Programme
Shelagh Windsor-Richards	Office Manager

People we've worked with

Amnesty International Secretariat

capacity assessment of Amnesty International Movement development work; facilitation of change workshop; programme management (2 workshops); training in programme cycle management

APSO workshops on monitoring and evaluation and on management; facilitation of 4 management development and emergency relief workshops; training needs assessment for NGOs funded by APSO in Ireland; training in managing and learning from evaluations

British Overseas NGOs for Development (BOND) research into 'Ensuring Civil Society Participation in EC Development Assistance Programmes'

British Council (Poland) training needs assessment for NGOs in Poland; delivery of modular training programme

British Council (Syria) mapping of NGO capacity

Care Bangladesh capacity building support to fisheries project

Caritas (Sweden) 2 weeks summer school for Middle Eastern NGOs

Carl Bro (Kyrgyz Republic) rural water supply project, community development component

Christian Children's Fund (USA) research and workshop facilitation for Eastern European Programme; strategic planning workshop in Prague

Christian Aid training in organisation development

Canadian International Development Agency (CIDA) Malawi facilitation of CS/donor meeting

Coopération Internationale pour le Développement et la Solidarité (CIDSE) review of Laos field office

Council of Europe monitoring and evaluation methods for Roma programmes and strategies

Concern Bangladesh review of community level capacity building programme

Context capacity building for civil society strengthening

Centre for the Development of NGOs (CRNVO) training of Montenegrin NGO support organisation in consultation and facilitation skills

CSDF (Montenegro) paper at conference of regional support organisations

CSO Network Japan capacity building course for Japanese NGOs

Danish Refugee Council (Kosovo) evaluation of Partner Centre; training in advocacy and policy influencing

Department for International Development (DFID) (Uganda) annual review of Uganda Debt Network Budget Advocacy Initiative and of NGO Forum

DFID internal workshop on Central Asia; DFID 3 year programme on institutional development of NGOs in Central Asia

DFID CHAD civil society review of DFID's department for conflict and humanitarian aid (CHAD)

DFID (Malawi) evaluation of the NGO Consortium Model on Food Security

Dutch Foreign Ministry provides funding for Praxis Programme

ECPAT development of monitoring and evaluation system EuronAid training in effective management for NGOs in Ethiopia; financial management training in Sudan

European Agency for Reconstruction (Kosovo) civil society strengthening course held in Macedonia for the Organisation for Security and Co-operation in Europe (OSCE)

EveryChild training in advocacy strategy

GRET (France) training in organisation development for French NGOs

Handicap International (SHARE, SEEP) development of Learning and Capacity Building Network for PWD organisations in Balkans

Health Net International (Bosnia) assessment of localisation of field office
ICCO (Kazakhstan) evaluation of NGO Baspana

Interchurch Organisation for Development Co-operation organisational development course in Holland

Institute for Development Policy and Management (University of Manchester) 2 distance-learning units on organisation development for MA in Human Resources Development

International Forum on Capacity Building participation in Global Steering Committee

IPRAD (Malawi) organisation development consultancy

Islamic Relief (UK) training in logframe design

Japan Organisation for International Cooperation in Family Planning (Japan) training in capacity building

MCIC CB HUB Programme evaluation of regional capacity building programme

Management for Development Foundation (Netherlands) evaluation of MCIC

Minority Rights Group (UK) training in project cycle management

MS Denmark participation in panel discussion on personnel sending

NOVIB programme review and support (Compass)

OXFAM GB (Mozambique) assessment and restructuring of partner umbrella organisation

Plan International review of Connect Management Development Programme

Proshika (Bangladesh) organisational review

Rehabilitation Centre for Torture Victims project evaluation of Kosovo Centre

Red Cross (Japan) training in capacity building

SAP International review of children's participation in conflict situation

Save the Children (Denmark) evaluation of Bangladesh country programme; development of rights-based monitoring and evaluation system

Save the Children Fund (UK) team building for Finance Team

SIDA Civil Society Centre (Sweden) drawdown contract for provision of training, research and consultancy

Tearfund evaluation of Tearfund Mopawi Programme in Honduras

UNDP (Bosnia) training in advocacy

UNDP (Bratislava) support to research and proposal development (community mobilisation) in Georgia, Kyrgyz Republic and Uzbekistan

UNDP (Geneva) facilitation of post-conflict workshop

UNDP (Montenegro) training in consultancy skills for local NGO support organisations

UNDP/BCPR facilitator for post-conflict workshop

UNICEF HQ team member to provide mentoring support on UNICEF evaluations

UNICEF (Syria) evaluation of training and education work

Vredeseilanden advocacy workshop in Kampala

WaterAid (UK) restructuring review

WEMOS (Netherlands) training in advocacy strategy; facilitation of partnership dialogue

World Bank study on effective empowerment of citizens and organisational associations of citizens

World in Need presentation at monitoring and evaluation seminar

World Vision International support to Capacity Building Officer

Wye College (Malawi) facilitation of NGO management distance learning seminars.

Financial Information

Balance Sheet

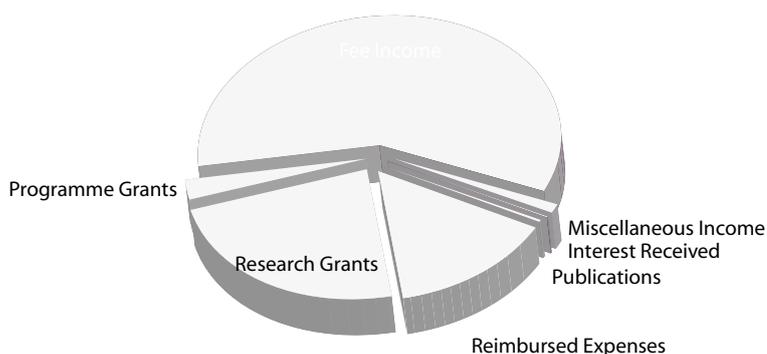
As at 31 March 2004

	2004 £	2003 £
Fixed Assets		
Fixed Assets	20,445	15,345
Current Assets		
Stocks (books for resale)	19,150	26,632
Debtors	241,927	321,641
Work in Progress	110,715	34,720
Cash at bank and in hand	580,734	267,755
	952,525	650,748
Creditors – Amounts falling due within one year	324,570	250,479
Net Current Assets	627,955	400,269
Creditors – Amounts falling due later than one year	20,000	0
Total Assets less total Liabilities	628,400	415,614
Net Assets	628,400	415,614

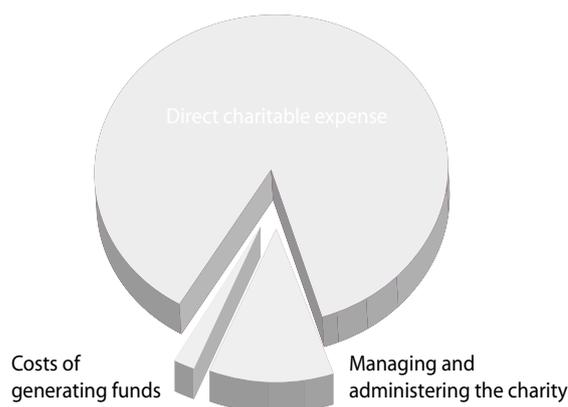
Income funds

Restricted funds	10,336	12,037
Unrestricted Funds:-		
Designated Funds	17,534	6,578
Other Charitable Funds	600,531	396,999
	628,401	415,614

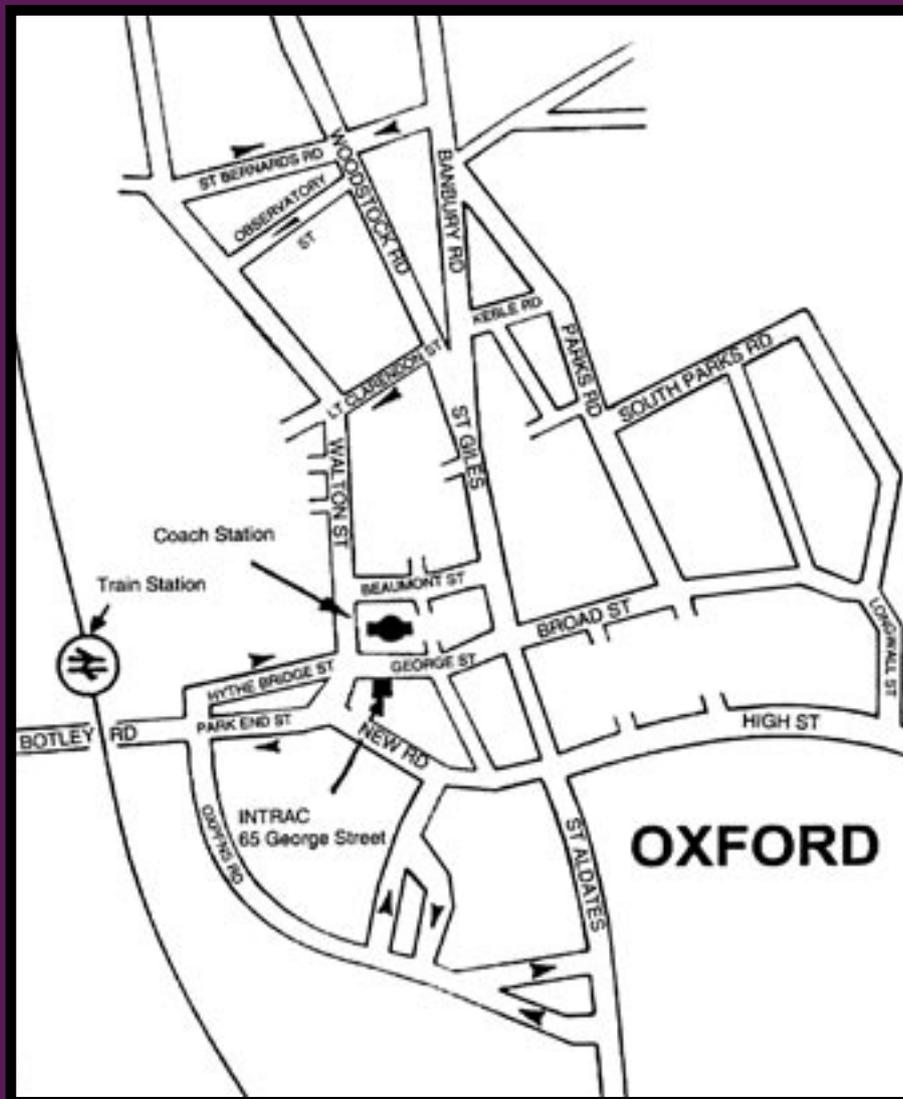
Incoming resources



Resources expended



Contact us



Visitors' Address:

INTRAC
65 George Street
Oxford OX1 2BQ
United Kingdom

Postal Address:

INTRAC
PO Box 563
Oxford OX2 6RZ
United Kingdom

Tel: +44 (0) 1865 201851
Fax: +44 (0) 1865 201852
Email: info@intrac.org
Web: www.intrac.org