

INTRAC

International NGO Training and Research Centre



Annual Report 2004/5



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.

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Pictures on the front cover and pages 4 and 6 are from the INTRAC conference on Civil Society and Community Development, Jordan, April 2005 -by Rebecca Wrigley

Messages

from the Chairman of the Trustees



I described last year's background to our work as 'optimism internally and pessimism externally'. Twelve months on, the external signs are better – more aid on the way for Africa and more debt relief. Within INTRAC it was a year of hard slog: as every year, there were several undoubted high spots, and successes in fundraising, even if no really major breakthroughs in terms of new funds for existing or fresh initiatives.

The high spots included a most successful conference in Jordan, attracting Arab World interest. Our training remained in popular demand. Important contracts were won in Ireland, Finland and Turkey. Our relevance in Central Asia was proved in our being asked to continue working there, despite instability and donor hesitations.

To balance investment in reinforcing our specialisms and easing things for a hard-pressed staff, we budgeted for a break-even year. That was achieved, the investment made and the organisation restructured. We should know in the coming months whether we can reap significant growth.

All the evidence points to the need for a common-sense balance abroad, too, in facilitating the aspirations of developing and transition countries. Stress should not be on, say, rights-based approaches, gender, good governance or Millennium Development Goals in isolation, to the virtual exclusion of other criteria. There are moments when we feel as frustrated as any African community organisation, any Latin American activist, any Asian NGO, by the passing fads and fashions in our field.

We remain confident in a simple belief that the key to human progress lies in the hands of civil society, and that in serving it with balanced advice and training INTRAC has an abiding role, through thick and thin. And we know that our product is needed – 4,443 hits on our new website in April alone led to sixty of our publications being downloaded.

Bill Jackson



from the Executive Director

INTRAC continues to occupy a unique niche combining the disciplines of formal academic institutions, the operationality of development NGOs and the input of individual consultants. We bring people and ideas together from a range of institutions, countries and cultures. Our conference in Jordan on Civil Society and Community Development encapsulated this strength by bringing people together from 35 countries, including many who do not normally participate in international debates, and from institutions as large as the major multi- and bi-lateral official agencies and as small as local NGOs, community and other civil society groups, and leading academics.

In a world where ideas become increasingly 'homogenised' and the orthodoxy of development concepts and practice seems increasingly dominated by a few players, the ability of INTRAC to maintain an independent but grounded voice, however small, seems ever more valuable. 'Big promises' are made by politicians around debt and the Millennium Development Goals, and it is easy to accept such official initiatives at face value. We see our role as being constantly to question whether these approaches really offer positive changes to people living in poverty, exclusion and prejudice across the globe.

Board and management agreed that for INTRAC the past year would be characterised by consolidation, and investment for the future. As we come to the year-end, we can see that in some areas we have successfully put in place the staff, strategies and to some degree the new funding to take our work forward. We expect the new structures to increase the efficiency and quality of our work, especially in consultancy and training.

The research programme now has a strong team under a new Director. We will maintain our programmes in Central Asia and Malawi and with Roma groups in Europe, whilst seeking ways to develop these and possible new programmes to meet fresh challenges. A full strategic review of INTRAC is planned to mark our 15th year, in 2006.

Brian Pratt

Building on what we've achieved

An overview of our finished and ongoing work in 2004/2005 indicates the following:

- ◆ INTRAC staff, associates and associated consultants have implemented a diverse range of consultancy and programme work. On pages 5-7 each piece of work (capacity building interventions and research initiatives) is located within one of the three INTRAC themes. It is our intention to further develop this thematic framework over the coming year, with a view to more easily identifying and communicating the lessons learnt, and increasing synergy of work across the organisation.
- ◆ We have a renewed commitment to further strengthen the relationships that INTRAC has with other support providers working in different contexts across the globe. The year ahead will see us putting more time into developing our strategic approach to our alliances and partnerships.
- ◆ INTRAC has reshaped its longer-term programmes in Central Asia and Malawi and this programme development work will continue with a focus on possible new thematic or geographic initiatives which bring together our capacity building and research approaches.
- ◆ The successful INTRAC Open Training Programme has taken some steps to diversify, offering regional training in Central Asia, and joining in the DTalk Consortium which is charged with offering training and development services to the Irish development sector. In the new year we will be doing more strategic thinking about the role of Open Training.

INTRAC Programmes

The INTRAC programme in Central Asia completed a large DFID-funded component of the work towards the end of 2004. INTRAC received a very positive external evaluation. Smaller consultancies and support to local NGOs have continued unabated and as staff have been released from DFID-funded work they have moved their focus to other funded activities. There has been an ever-increasing demand for 'locally-based' INTRAC consultancy support. INTRAC has also been asked to submit proposals for larger pieces of work to be funded by the World Bank, a Dutch international NGO and DFID. INTRAC continues to have a well-staffed presence in the region.

INTRAC in Eastern Europe has completed many smaller consultancies, examining in particular issues related to countries which have acceded or seek accession to the European Union. There has also been a very successful pilot programme for introducing participatory monitoring and evaluation to Roma community programmes.

The Praxis Programme has progressed very positively with the development of learning processes around key



topics in organisational capacity building. A number of Learning Groups have been established – for example on HIV/AIDS and capacity building, the monitoring and evaluation of capacity building, and organisational learning. These groups bring together a range of researchers and practitioners with a complementary mix of skills and expertise, from the North, South and East. See page 8 for a list of Praxis publications.

The Malawi Programme has continued to provide organisational development support to a range of civil society support providers, civil society organisation coalitions and NGOs in Malawi. There has also been a focus on drawing out and disseminating learning, for example by producing a paper on 'Emerging Civil Society Advocacy in Malawi' in collaboration with local civil society actors.

Capacity Building Interventions

Civil Society Strengthening

- | | | |
|---|--|---|
| ◆ Facilitation of World Bank workshop on community empowerment in Central Asia | ◆ Training of trainers for Japanese international NGOs | ◆ programme in Malawi |
| ◆ Support to United Nations Development Programme (UNDP) community-based organisation strategy development in three Former Soviet Union countries | ◆ Impact evaluation of DFID's Roma Rights programme | ◆ Policy development support to APRODEV |
| ◆ Facilitation of UNDP/BCPR post-conflict workshop | ◆ Leadership course in Malawi | ◆ Design support to DFID's Central Asia HIV/AIDS programme |
| ◆ Leaders and HIV/AIDS workshop in Malawi | ◆ Analytical Skills training modules in Central Asia | ◆ Design phase of programme to support Turkish government officials who engage with civil society |
| ◆ Mid-term review of CDRN's civil society organisation-local government engagement programme, Uganda | ◆ Analytical Skills needs assessment in Malawi | ◆ Review of Finnish Government support to KEPA (Finnish NGO network) |
| ◆ Review of CHAD's (DFID) engagement with civil society | ◆ Evaluation of NGO training programme for UNDP in Central & Eastern Europe region | ◆ Review of Irish Government's multi-annual programme support scheme (MAPS) |
| | ◆ Knowledge Management consultancy for World Bank NGO capacity building programme in Palestine | ◆ Review and strategy facilitation of Trócaire's civil society development work |
| | ◆ Strategy facilitation for CIDA's governance | |

Organisational Capacity Building

Organisation development

- | | | |
|--|---|--|
| ◆ Capacity Assessment and Change Process support to Mozambiquan civil society organisation (CSO) | ◆ Board facilitation for EURODAD (European Network on Debt) | ◆ support to Kazakh urban movement |
| ◆ Governance Review of Proshika – Bangladesh | ◆ Leadership workshop input for Swedish International Development Cooperation Agency (SIDA) | ◆ Organisation Development support to Montenegro non-governmental organisation (NGO) |
| ◆ Visioning support to Blantyre Synod, Malawi | ◆ Organisation Development | ◆ Team building workshop for Voluntary Service Overseas (VSO), Malawi |

Organisation-wide reviews

- ◆ Impact Evaluation of a Macedonian support organisation
- ◆ Evaluation of development wing (Pokrov Foundation) of Bulgarian Orthodox Church
- ◆ Review of Centre Inter Bilim, Kyrgyzstan

Organisational strategy

- ◆ Strategic planning support to Health Net, Bosnia
- ◆ Strategic thinking training for Croatian NGOs
- ◆ Strategic planning facilitation for Croatian NGO
- ◆ Strategy development support to Blantyre Synod's development office
- ◆ Strategy development support to Malawian CSO health network
- ◆ Strategy development with Swiss Red Cross
- ◆ Information management consultancy for Christian Aid

Programme development

- ◆ Programme strategy support to Ugandan team of CARE, Denmark
- ◆ Thematic evaluation of Save the Children Norway's children in conflict programme, South East Europe

- ◆ Strategy development with Oxfam Mozambique's education programme and partners
- ◆ Evaluation of Brazilian partner's programme for Lepra

Programme work

- ◆ Programme management and strategic planning training to CAMECO (Catholic Media)
- ◆ Programme management training for Amnesty Secretariat
- ◆ M&E training in Central Asia for local NGOs
- ◆ Financial management training for Amnesty Secretariat
- ◆ Gender training, Tajik NGOs
- ◆ INTRAC Open Training partnerships course in Kyrgyzstan
- ◆ Partnership workshop for Motivation, UK
- ◆ Rights-based approach training for Action in Education, UK
- ◆ Support to PSO HIV/AIDS workshop, Holland
- ◆ Advocacy training for Bosnian CSOs
- ◆ Advocacy training for two international NGOs
- ◆ Advocacy strategising training for Save the Children Denmark

Capacity building strategy

- ◆ Training in capacity building for DanChurch Aid
- ◆ Training in organisational assessment for French NGOs
- ◆ Training in OD and change for Tajik NGOs
- ◆ Facilitation of Oxfam workshop on their global capacity building for empowerment programme
- ◆ Seminar on capacity building for SIDA
- ◆ Organisational assessment design support for Y-Care
- ◆ Organisational assessment design support, Amnesty Secretariat
- ◆ Capacity building strategy support for Save the Children UK in Iraq

Training

- ◆ INTRAC's Open Training Programme (17 courses run, with a total of 177 participants)
- ◆ Modular training (5) for Polish NGOs
- ◆ Development Cooperation Ireland (DCI) training modules, as part of the DTalk Consortium

Participatory Development

- ◆ Monitoring and Evaluation (M&E) system training for Umoyo, Malawi
- ◆ M&E training for Council of Europe officials dealing with Roma programming
- ◆ Materials development on Impact Assessment for Sightsavers
- ◆ Training in facilitation skills for Danish Youth Council
- ◆ M&E training for Red Cross, Kazakhstan
- ◆ Community development support to World Bank/DFID water project in Kyrgyzstan
- ◆ Field-based participatory methods with Save the Children Denmark in Uganda
- ◆ Reviewing learning emerging from working with participatory approaches within the Food and Agricultural Organisation (FAO)
- ◆ Developing a participatory approach for working with children/young people in Denmark
- ◆ Ongoing work for UNHCR (United Nations High Commissioner for Refugees) involving preparation of community development guidelines

Research Initiatives

Civil Society Strengthening

- ◆ INTRAC Civil Society and Community Development Conference, Jordan (April 2005) 70 participants representing 34 different countries
- ◆ Initial paper for NGOs and Counter-Terrorism Research
- ◆ NGO Research Forums (May and November)
- ◆ Development Studies Association (DSA) Conference (November 2004) – panel on evidence-based policy
- ◆ DSA NGO Study Group on Ethnography of NGOs
- ◆ World Bank study on Organisational Associations of Citizens, Ethiopia
- ◆ Concern Worldwide – Analysis of External Environment Factors Affecting Aid Delivery

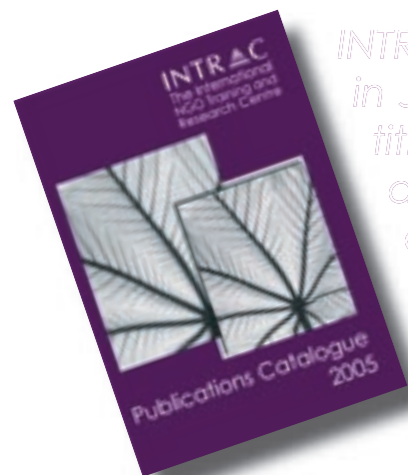
Organisational Capacity Building

- ◆ Praxis overview papers on assessing the impact of organisational capacity building, organisational learning in NGOs, and building organisational resilience to HIV/AIDS – designed to stimulate further debate and research among learning groups
- ◆ Africa Humanitarian Action – background paper for International Symposium on Building the Capacity and Resources of African NGOs

Participatory Development

- ◆ ESRC grant to look at international NGOs and social movements in Peru
- ◆ Fundraising and preparation for 6th Evaluation Conference (and preliminary workshops), 2005-6
- ◆ Research on Brazilian urban social movements in collaboration with a PhD student
- ◆ INTRAC in Central Asia conference on community development
- ◆ World Bank study on Effective Empowerment of Citizens, Ethiopia
- ◆ Input to Council of Europe conference on M&E
- ◆ Ongoing work with Swedish International Development Cooperation Agency (SIDA) – Review of Logical Framework Approach

Publications and Website



INTRAC produced a new-look publications catalogue in January 2005. This contains a full listing of our existing titles as well as information about forthcoming books and papers drawing on our research and practical experiences of consultancy and capacity building. It is now possible either to use the printed catalogue to order, or to order online using the new facility on our brand new website.

Ontrac

INTRAC's newsletter **Ontrac** is published three times a year and has recently covered the following themes:

- ◆ Diversity and inclusive development: do NGOs engage effectively with diverse populations?
- ◆ Moral and practical challenges to NGO neutrality
- ◆ Picking up the pieces? Humanitarian action and development in transition and the changing geography of aid: donor funding to NGOs

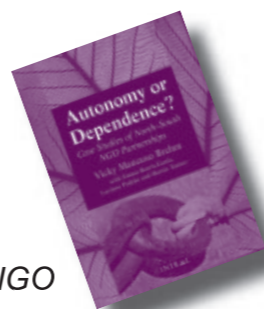
Ontrac continues to be available for free online in Arabic, Chinese, English, French, Portuguese, Russian and Spanish.

Books published 2004-05

- ◆ Lucy Earle (ed.), *Creativity and Constraint. Grassroots Monitoring and Evaluation and the International Aid Arena*, NGO Management and Policy Series No. 18, 2004



- ◆ Janice Giffen and Lucy Earle with Charles Buxton, *The Development of Civil Society in Central Asia*, NGO Management and Policy Series No. 17, 2005
- ◆ Esther Mebrahtu, *Putting Policy into Practice: Participatory Monitoring and Evaluation in Ethiopia*, 2004
- ◆ Vicky Mancuso Brehm with Emma Harris-Curtis, Luciano Padrão and Martin Tanner, *Autonomy or Dependence? Case Studies of North-South NGO Partnerships*, 2004



Papers published 2004-05

- ◆ John Hailey, Rick James and Rebecca Wrigley, 'Rising to the Challenges: Assessing the Impacts of Organisational Capacity Building', Praxis Paper No. 2, 2005 (available in Chinese, English, French and Spanish)
- ◆ Bruce Britton, 'Organisational Learning in NGOs: Creating the Motive, Means and Opportunity', (available in Chinese, English, French and Spanish) Praxis Paper No. 3, 2005



Website

INTRAC relaunched its website (www.intrac.org) in March 2005. Since the launch, the number of unique visitors to the site has increased by 50 per cent.

New features include:

- ◆ **Online purchasing** of INTRAC Publications
- ◆ **Online booking** for INTRAC Training Courses and Conferences
- ◆ **Praxis Interchange** – an interactive area where visitors can upload their own content about organisational capacity building
- ◆ **Events calendar** – for site visitors to advertise development-related events
- ◆ **Resource database** containing both INTRAC material (Occasional Papers for example) and resources from other organisations
- ◆ **Themed arenas** on strengthening civil society, organisational capacity building and participatory development
- ◆ **The Praxis Directory of Civil Society Support Providers** – an online database where visitors can enter their own organisation's information
- ◆ **Loband Filter** – a facility to access other sites in text-only format to decrease download times from remote areas

- ◆ Rick James, 'Building Organisational Resilience to HIV/AIDS: Implications for Capacity Building', Praxis Paper No. 4, 2005
- ◆ Anne Garbutt and Charles Buxton, 'Monitoring & Evaluation in Central Asia: 2nd INTRAC Regional Conference', Occasional Papers Series No. 42, August 2004
- ◆ John Hailey and Mia Sorgenfrei, 'Measuring Success: Issues in Performance Measurement,' Occasional Papers Series No. 44, May 2004
- ◆ Alan Fowler, 'Aid Architecture: Reflections on NGDO Futures and the Emergence of Counter-Terrorism,' Occasional Papers Series No. 45, 2005

Six Praxis Notes have also been published, covering a range of organisational capacity building topics such as using African proverbs, working with cartoons and illustration, and capacity building in a mission hospital affected by HIV/AIDS.

These are available online only from the Praxis Programme section of INTRAC's website.



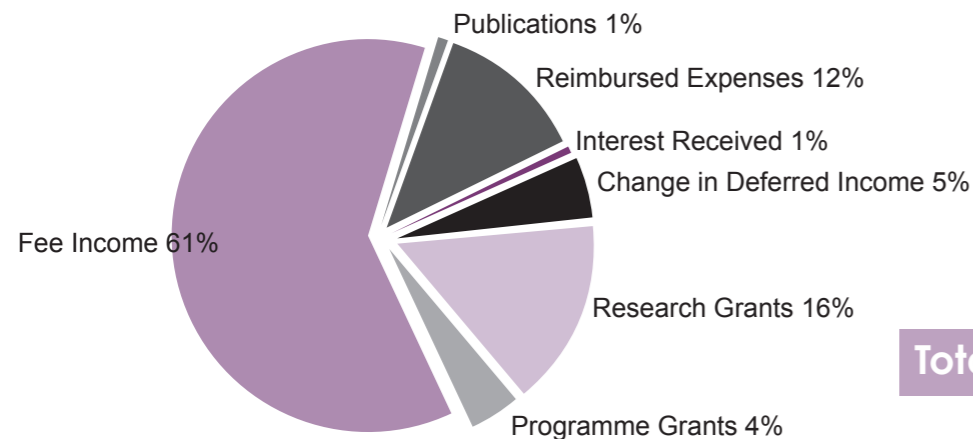
Funders

Our work would not be possible without our many and varied funders, whom we would like to thank:

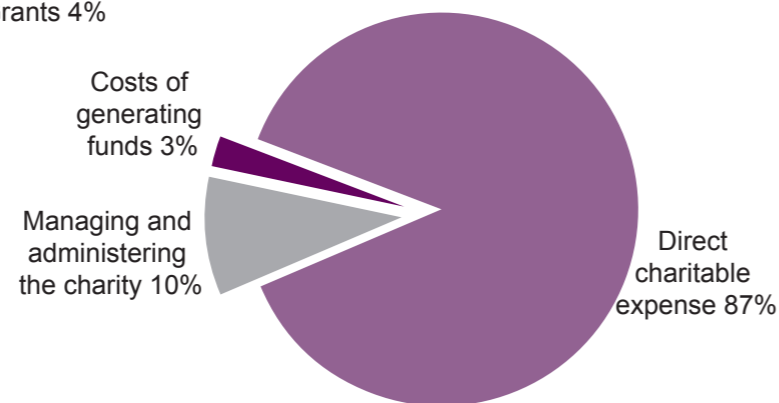
- ◆ Catholic Agency for Overseas Development
- ◆ Centre for Development Studies at the University of Wales, Swansea
- ◆ Christian Aid
- ◆ Concern
- ◆ Cordaid
- ◆ Development Cooperation Ireland
- ◆ Development Studies Association
- ◆ Department for International Development
- ◆ Dutch Foreign Ministry
- ◆ Economic and Social Research Council
- ◆ Hivos
- ◆ International Save the Children Alliance
- ◆ Manchester University
- ◆ Mines Advisory Group
- ◆ MS Denmark
- ◆ Norwegian Church Aid
- ◆ Novib
- ◆ Oxfam
- ◆ Save the Children Fund Norway
- ◆ Swedish International Development Cooperation Agency
- ◆ South Research
- ◆ University of Durham

Financial Information

Total Incoming Resources



Total Resources Expended



Statement of Financial Activities

<i>For the Year ended 31st March 2005</i>	Restricted Funds	Unrestricted Designated	Unrestricted Other	2005 Total	2004 Total
	£	£	£	£	£
INCOMING RESOURCES FROM OPERATING ACTIVITIES					
Income from activities in furtherance of the charity's objectives	422,422	29,184	1,255,848	1,707,454	1,744,032
Investment Income			9,795	9,795	4,024
TOTAL INCOMING RESOURCES	422,422	29,184	1,265,643	1,717,249	1,748,056
RESOURCES EXPENDED					
Costs of generating funds			45,383	45,383	32,173
Cost of activities in furtherance of the charity's objectives	432,588	34,325	1,057,496	1,524,409	1,328,579
Resources expended on managing and administering the charity			166,256	166,256	174,517
TOTAL RESOURCES EXPENDED	432,588	34,325	1,269,135	1,736,048	1,535,269
Net (outgoing) / incoming resources before transfers	-10,166	-5,141	-3,492	-18,799	212,787
Gross transfers between funds	10,359		-10,359		
Net movement in funds	193	-5,141	-13,851	-18,799	212,787
Total funds brought forward at 1st April 2004	10,336	17,534	600,531	628,401	415,614
TOTAL FUNDS CARRIED FORWARD AT 31ST MARCH 2005	10,529	12,393	586,680	609,602	628,401

Full Accounts available on request

INTRAC TRUSTEES (for the period 01 April 2004 to 31 March 2005)

Bill Jackson	<i>(Chair)</i>	Jonathan Benthall	Ed Ross
Anne Coles	<i>(Vice Chair)</i>	Paddy Coulter	Naglaa Salem
James Rowland	<i>(Treasurer)</i>	Rose-marie de Loor	Janet Townsend
Derek Roebuck	<i>(Company Secretary)</i>	Peter Poore	

ASSOCIATES AND FRIENDS

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

INTRAC STAFF

Lola Abdusalaymova <i>Capacity Building Specialist, Central Asia</i>	Janice Giffen <i>Capacity Building Specialist</i>	Frances Rubin <i>Consultancies Manager (from 05/04 to 03/05)</i>
Jerry Adams <i>Senior Capacity Building Specialist</i>	Gabriela Guzman <i>Office Assistant (from 03/05)</i>	Baktygul Sandybaeva <i>Accountant, Central Asia (to 12/04)</i>
Oliver Bakewell <i>Senior Researcher</i>	Stacy Hennessy <i>Finance Assistant (from 09/04)</i>	Indrani Sigamany <i>Capacity Building Specialist</i>
John Beauclerk <i>Programme Manager, Central and Eastern Europe (to 12/04)</i>	Peter Howlett <i>Finance and Resources Director</i>	Jacqueline Smith <i>Publishing Manager</i>
Carol Beaumont <i>Finance Assistant (to 08/04)</i>	Rick James <i>Senior Capacity Building Specialist, Malawi</i>	Mia Sorgenfrei <i>Programme Co-ordinator</i>
Rebecca Blackshaw <i>Training & Logistics Co-ordinator (to 09/04)</i>	Mira Kadyrova <i>Administrative Assistant, Central Asia (to 11/04)</i>	Chinara Tashbaeva <i>Community Development Advisor, Central Asia (to 10/04)</i>
Vicky Brehm <i>Researcher</i>	Abigail Laing <i>Administrator (from 05–12/04)</i>	Natasha Thurlow <i>Administrative Assistant (to 07/04)</i>
Barbara Brubacher <i>Researcher (to 11/04)</i>	Natasha Laptieva <i>Programme Assistant, Central Asia (to 01/05)</i>	Lola Umatalieva <i>Programme Assistant, Central Asia (to 12/04)</i>
Charles Buxton <i>Capacity Building Specialist, Central Asia</i>	Brenda Lipson <i>Deputy Executive Director</i>	Hannah Warren <i>Researcher (from 01/05)</i>
Agnes Daizi <i>Training & Logistics Administrator (from 10/04)</i>	Tania Little <i>Administrator (from 07/04–11/04)</i>	Zoë Wilkinson <i>Conference Organiser (from 09/04)</i>
Kulnara Djamankulova <i>Community Development Adviser, Central Asia</i>	Sara Methven <i>Senior Capacity Building Specialist</i>	Shelagh Windsor-Richards <i>Resources Manager</i>
Svetlana Duncalf <i>Management Accountant (from 10/04)</i>	Rahima Mirikramova <i>Programme Assistant, Central Asia (to 06/05)</i>	Anna Winterbottom <i>Library and Information Officer (from 03/05)</i>
Lucy Earle <i>Researcher</i>	Anvar Omurakov <i>Finance & Administration Assistant, Central Asia (to 07/04)</i>	Katie Wright-Revollado <i>Senior Researcher (from 02/05)</i>
Simon Forrester <i>Programme Manager, Central Asia</i>	Robert O'Neill <i>Consultancies Management Administrator</i>	Rebecca Wrigley <i>Programme Manager (from 05/04)</i>
Bakhodir Fozikhujaev <i>Community Development Advisor, Central Asia (to 12/04)</i>	Brian Pratt <i>Executive Director</i>	
Anne Garbutt <i>Director of Consultancies and Programme Management</i>	Susie Prince <i>Programme Co-ordinator (from 01/05)</i>	INTRAC relies on the contribution of its volunteers in many areas of its work, and we would like to thank them for all their help this year
	Gabriela Romo <i>Open Training Manager (from 08/04)</i>	

CONTACT INFORMATION

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
Website: www.intrac.org