

Annual Report 2006/07



Mission

- INTRAC works in partnership with other CSOs, state, corporate and multilateral actors, to influence policy and programmes working towards sustainable livelihoods and just societies.
- Research into trends in global policy and practice informs INTRAC advocacy and activities which strengthen the capacity of CSOs wherever they are located.
- Through training, consultancy and public events, INTRAC promotes the work of CSOs and those supporting them especially in the rehabilitation of civil society where it is endangered or suppressed, working for the inclusion and empowerment of the poorest and most marginal groups.
- As an international NGO that serves civil society and endorses gender equity, INTRAC's participatory approach draws on long experience as a member of the global NGO community and from its own organisational learning.

- The skills of INTRAC's ethnically diverse staff are complemented by the specialist expertise of Associates, Board members and international alliances and partnerships to ensure that INTRAC services are fully relevant and of the highest quality.

Vision

- INTRAC seeks to increase the effectiveness of civil society organisations (CSOs) that are committed to international human development, including gender equity, participation of the socially excluded, social justice, security and peace, in all parts of the world.
- INTRAC believes that civil society is key to establishing democratic societies and that CSOs play a key role in promoting sustainable development in a just society. Maintaining and valuing a degree of autonomy, CSOs have the potential to provide views, policies and action supportive of and alternative to those promoted by government and the private sector.



Brian Pratt

Director's Message

As we entered our fifteenth year, we agreed to review our overall strategy. This involved much discussion and considerable input both from independent reviewers (Ian Smillie and Asiya Sasykbaeva) and from all INTRAC staff, Associates and Board members. The outcome is a renewed mission statement, and a new strategy for 2008 onwards. We are developing management and departmental plans to show how we will operationalise this strategy over the coming years. We are committed to a new focus on strengthening civil society and ensuring that this goal is at the heart of all we do. We are critically analysing the architecture of aid and its impact on the work of civil society and progress towards poverty reduction. All members of the wider INTRAC community – staff, Associates, consultants and Board members – are committed to building our capacity, to strengthening existing partnerships and to forging new alliances across the globe.

Over the past 15 years we have developed to a point where our conferences and events attract hundreds of applicants, our publications are widely used as development studies textbooks, international NGOs trust our specialists with their internal change management and development ministries trust INTRAC to facilitate their civil society activities. We run regular, well-attended training courses for development practitioners and interact with organisations ranging from grassroots environmental groups, to humanitarian organisations, to UN agencies. INTRAC's capacity building,

research and programmes work reinforce each other, giving a solid base of research and practice for our work.

We have led debates on a range of topics; from the nature of civil society and democratisation, through to capacity building, effects of security agendas on development, the changing nature of international aid, monitoring and evaluation, organisational development, impacts of HIV/AIDS on struggling organisations and societies, changing funding of civil society and roles of different types of NGOs.

The culmination of the year was a major conference on civil society and capacity building. This reinforced our ability to bring together people from across the world and from very different organisational backgrounds to consider issues of common interest.

INTRAC is internationally recognised as an 'honest broker'. We work with a wide range of stakeholders, in an important but neglected area of work concerned with civil society. We will continue to take up issues which may not be fashionable or considered mainstream. We will continue to question orthodoxies and set new agendas for development thinking and practice. With the help of colleagues and our many supporters I am confident INTRAC will continue to consolidate its role as a proactive shaper of independent thinking on the role of civil society in the years ahead.



Bill Jackson

Chair's Message

I step down shortly as Chair and so in this message permit myself a longer perspective. INTRAC remains uniquely able to help civil society carry out its responsibilities to its communities effectively and efficiently, whether overseas, in continental Europe or the UK. To this end we just as willingly partner the humblest locally based initiative as the most sophisticated international non-governmental organisation. An ambitious remit.

To deliver this requires balancing many inputs: staff with up-to-the-minute, hands-on specialist knowledge; enterprising associated consultants; cutting edge research both independent and objective; sufficient and flexible funding; thoroughly capable management; light-touch supervision by trustees, and mutual trust with all with whom we deal. While not without difficulties, the past year has seen some excellent achievements: to take only a handful of examples, a superb conference on Capacity Building to mark our fifteenth year, a major undertaking to strengthen civil society in the Greek Cypriot and Turkish Cypriot communities, imaginative new funding from Sweden, and continued work

on topics as diverse as HIV/AIDS, accountability of civil society bodies in the Middle East and the implications for NGOs of counter-terrorism measures.

It remains the case that it is women and men coming together for the common good in 'civil society' that are the wellspring of social and economic advance. During a period when this is less appreciated by powers-that-be than it should be, it is more than ever important that INTRAC give it prominence. That is one of several challenges we face. Others include implementing the findings of our independent fifteenth anniversary self-review; deploying staff of all levels to the best advantage of our clients; seeking institutional alliances with like-minded concerns in countries developed and developing; adapting to the new UK legislation on charities; and securing more undertakings which contribute to our running costs.

In handing the baton to Anne Coles for a transitional period, I know that those challenges will be tackled energetically, yet sensitively, by Board and staff alike.

What we have achieved:

Over the past year we have been involved in many activities within the four thematic areas in which we provide support for local, regional and international civil society.

1. Our watching brief on **Aid Architecture** – the mechanisms through which donors disburse the aid on which many civil society groups depend – has enabled us to advise and advocate with, and on behalf of, civil society.
2. Our commitment to **Strengthening Civil Society** has led us to map the range of civil society in many parts of the world, to collaborate with state agencies to help them develop linkages with local civil society groups and involved acting as secretariat for networks of European NGOs.
3. In the field of **Organisational Capacity Building**, we have helped agencies and networks develop strategies and advised on setting up monitoring and evaluation systems.
4. We have continued to advise on and practise **Participatory Development** in all areas of our work.

We also marked our fifteenth anniversary by organising an **International Conference on Capacity Building** (see page 4).



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Some of the work we have undertaken:

Aid architecture

Paris Declaration

INTRAC and a team of aid effectiveness experts were hired for a consultancy funded by the UK's Department for International Development (DFID). The team examined prospects for improved state-civil society cooperation and the likely impacts of the Paris Declaration – an international agreement committing donor governments to work towards greater harmonisation and alignment of aid.

INTRAC facilitated the first meeting of the **Donor Exchange, Co-ordination and Information Mechanism (DECIM)** – a group of donors and funders supporting civil society development programmes. Participants came from New Member States of the

EU, Turkey and the nations of the Western Balkans and the Commonwealth of Independent States (CIS).

Counter-Terrorism Measures (CTMs) and civil society

In 2006/07 INTRAC ran regional workshops where local civil society groups shared experiences of how CTMs are impacting their work. Seven workshops were held with partner organisations in the Middle East, Central Asia, South Asia, Europe, North America and with the Somali Diaspora Association in the UK. Participants reported a series of effects on their work. In Central Asia many NGOs are struggling to maintain democratic rights to freedom of association and participation. In the Middle East civil society is being affected by war, violence and occupation which are often legitimised by the rhetoric of the 'War on Terrorism'. In North America NGOs are on the defensive, under increased scrutiny and required to sign up to supposedly voluntary codes of conduct. In South Asia globalisation and liberal economic policies are encroaching on the rights of the poor, prompting radicalisation of those that are marginalised. The Somali Diaspora is being impacted as migrants find it increasingly difficult to send home the money on which so many conflict-affected households depend.

Decentralisation and the voluntary sector

The Ford Foundation hired INTRAC to conduct research into emergent forms of 'global civil society', differing models and experiences of building relationships with actors and the implications of location of headquarters and key offices. Researchers examined how networks and international NGOs balance support of local advocacy work with feeding concerns into a central, more global message.

Strengthening civil society

Central Asia

In 2006/07 INTRAC's Central Asia Programme (ICAP) widened and deepened its core activities, moving from a small ICCO-funded programme to strengthen organisational capacity and strategic planning for six NGOs in Kazakhstan and Kyrgyzstan, to start a three-year programme encompassing 15-20 NGOs in these countries and also in Tajikistan. This is being undertaken with a consortium of which ICCO is a member – the Ecumenical Consortium Central Asia (ECCA). The focus of the new programme is community development and civil society strengthening. At the same time ICAP continued to run an Open Training programme and launched a new leadership training programme with the NGO Centre Interbilim in Kyrgyzstan.

Cyprus

In January 2007 INTRAC, together with two Cyprus-based civil society support organisations, MC-Med, and the NGO Support Centre, launched the Cypriot Civil Society Strengthening Programme. This partnership is bringing training and capacity building support services to voluntary sector organisations in both northern and southern Cyprus. The programme aims to strengthen civil society as a crucial actor in deepening dialogue within communities and across the Green Line dividing the

island. It consists of a series of training courses in organisational development, monitoring and evaluation systems, strategic planning, project proposal preparation and implementation. It also includes longer-term accompaniment for individual Cypriot CSOs and dialogues to bring together CSOs and actors outside civil society. The programme is funded by UNDP's Action for Cooperation and Trust in Cyprus (ACT) with support from USAID.

Middle East

In recognition of the region's pivotal role and the urgent needs of civil society, INTRAC has prioritised work in the Middle East. Over the past year, there have been a number of consultancies which have added to INTRAC's regional expertise and contacts. This has included collaboration with the UK Charity Commission to strengthen civil society in Oman, and research on the impact of counter-terrorism measures.

Organisational capacity building

- INTRAC was commissioned by a Swedish NGO with partners in Latin America, Central America and Sweden, to assist with internal change, decentralisation and change management. Like many other NGOs, it had to respond to changes in framework agreements as Swedish bilateral funders sought greater evidence of 'value for money' and a results-based focus. INTRAC helped to redefine roles and responsibilities of the country and regional offices in the light of changes at headquarters.
- INTRAC was requested by several large international NGOs to advise how country-level monitoring and evaluation mechanisms could feed into organisation-wide systems.
- A major bilateral donor asked INTRAC to assess the M&E practices of some of their 'framework grantees' in order to understand the grantees' needs and their approaches to measuring impact, particularly progress towards achieving the Millennium Development Goals.
- INTRAC was commissioned by an Irish funding agency to work with some of their fellow faith-based partners. We conducted organisational and programme assessments in order to advise the agency on appropriate future capacity building support and funding strategies.
- INTRAC completed a CORDAID-funded multi-country research project – in partnership with Uganda's Community Development Resource Network (CDRN), Malawi's Capacity Building For NGOs (CABUNGO) and the Tanzanian capacity building NGO, TRACE – on the impact of HIV/AIDS. Research found that, on average, the pandemic has raised NGO staff budgets by seven per cent and reduced work outputs by ten per cent – a result of staff absences, attendance at funerals or care giving. Findings were disseminated through national workshops in Africa, as well as seminars in the UK, Netherlands and Sweden. Two international journals accepted articles for publication.

Participatory development

In April 2006 we organised a Sixth Evaluation Conference in the Netherlands, the culmination of four regional M&E workshops. We heard how European NGOs are struggling with their dual role as donors and partners; African NGOs are under pressure to produce formal statistics and written reports, while seeking validation of oral narrative-based monitoring alternatives; Latin American CSOs face M&E challenges relating to their work with the public sector and Asian agencies are developing dynamic and independent methods of M&E. A book based on the workshop and conference findings – *Rethinking Monitoring and Evaluation: Challenges and Prospects in the Changing Global Aid Environment* by Esther Mebrahtu, Brian Pratt and Linda Lönnqvist – will be published in autumn 2007.

INTRAC organised a workshop for 30 HIV workplace practitioners from Africa and Europe to explore how to implement organisational responses which are not simply confined to workplace policies. We continue to facilitate an email-based learning group of more than 100 NGO staff and consultants helping their organisations, partners and clients to become more resilient to the pandemic's impact.



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Capacity building conference

As part of our 15th birthday celebrations we organised an international conference on 'Civil Society and Capacity Building' in Oxford in December 2006. One hundred and fifty development practitioners from 49 countries explored key challenges faced by those committed to civil society development. Participants included capacity building practitioners and staff of international NGOs, think tanks and bilateral agencies. INTRAC prepared a number of conference papers and also solicited papers and stories of capacity building impact, providing the basis for a very rich and informed discussion. After an action-packed three days, which saw many innovative ways of gathering and sharing information, broad areas for future action emerged:

1. Creating civic space and civic-driven involvement in policy development.
2. Peer-driven participatory approaches to accountability (clarifying who is accountable to whom).
3. Increasing knowledge of capacity building approaches and methods and innovative ways for resourcing capacity building – such as through civil society-controlled trust funds and promotion of local support provision.

Praxis Programme

This year saw the culmination of the first phase of the Praxis Programme. Established as a four-year initiative in 2003, it has earned an outstanding reputation both for its research into innovative and participatory capacity building and organisational learning, and also for the wide dissemination of findings in user-friendly formats. In the final year we have focused on four keys topics which have attracted particular interest and engagement: organisational learning; leadership development; HIV/AIDS; and contextual perspectives on capacity building. Earlier established learning groups on these themes have continued. In the reporting period a further seven Praxis Notes were published (numbers 24–31), which were downloaded 2,035 times.



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Open Training

Open Training courses can be accessed by all, and attract a wide range of participants; those attending benefit from sharing their experience, enabling contextualisation of course content. During the year, we ran 20 Open Training courses in London and Oxford which were attended by 220 participants in total.

The courses offered were developed to share our significant experience in the international development arena and included:

- **Strategy:** supporting those looking to strengthen their strategic planning and develop a more creative way of thinking strategically.
- **Organisation:** giving essential tools and best practice guidance for effective management within the development arena, managing change, organisational development and managing people.
- **Networking:** Getting alongside those who are working in the development arena can be challenging; our courses on supporting southern advocacy, partner capacity building and coalition building and networking are geared to help in this process.
- **Evaluation:** The need to monitor the efficacy of programmes and consultancies has brought about growth in the courses we have offered in evaluating empowerment and impact assessment.
- **Two-stage courses:** We found that some courses were more effective if offered two levels – introductory and more advanced – at different times of the year; these included

Advocacy and Policy Influencing, Civil Society Strengthening and Participatory Monitoring and Evaluation.

- **And more:** Courses were also run on Rights-Based Approaches to Development and Gender Analysis and Planning.

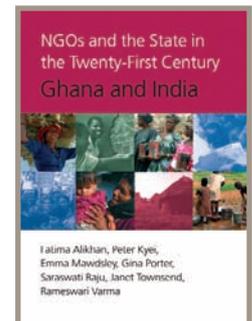
Publications

INTRAC is committed to the widest possible dissemination of learning gleaned from research, conferences, consultancies and training. Our publications are used extensively by development practitioners across the globe, both those who deliver services and those who formulate development policies.

Books published in 2006/07

NGOs and the State in the Twenty-First Century: Ghana and India, by Fatima Alikhan, Peter Kyei, Emma Mawdsley, Gina Porter, Janet Townsend, Saraswati Raju and Rameswari Va. INTRAC, 2006.

Aiding Peace? The Role of NGOs in Armed Conflict by Jonathan Goodhand. ITDG, 2006.



Papers published in 2006/07

NGO Policy Briefing Papers produced in this financial year included one on *Urban Social Movements in Brazil* and another on *Remittances and International Migration*.

Occasional Paper Series

Supporting the Capacity of Organisations at Community Level: An Exploration of Issues, Methods and Principles for Good Practice, by Katie Wright-Revollo. OPS 48, 2006.

Mapping the Terrain: Exploring Participatory Monitoring and Evaluation of Roma Programming in an Enlarged European Union, by Zosa De Sas Kropiwnicki and Fran Deans. OPS 47, 2006.

Official Agency Funding of NGOs in Seven Countries: Mechanisms, Trends and Implications, by Brian Pratt, Jerry Adams and Hannah Warren. OPS 46, 2006

Ontrac (www.intrac.org/pages/previous_ontracs.html)

Published three times a year, INTRAC's newsletter is available online without charge in Arabic, Chinese, English, French, Portuguese, Russian and Spanish. In 2006/07 Ontrac explored:

Security and Development (No. 35, January 2007)

Capacity-building and the State (No. 34, September 2006)

Aid Harmonisation: Challenges for Civil Society (No. 33, May 2006)

E-trac

INTRAC's free monthly electronic newsletter highlights news and upcoming events. E-trac is sent to nearly 7,000 people, 40 per cent of whom click through to our website.

Website (www.intrac.org)

This has become a substantial resource for civil society practitioners, students, academics and policymakers worldwide. From the 740,000 visits since its launch in 2005, an average of 1,031 unique daily users can take advantage of:

Themed Arenas for INTRAC's four main areas: containing resources on organisational capacity building, strengthening civil society, participatory development and aid architecture.

Languages: The website can be read in Arabic, Chinese, Portuguese, Russian, Spanish and French, with access to Ontrac and Praxis papers.

Praxis Interchange: An interactive site where users can upload content about organisational capacity building.

Resource Database: Access over 300 INTRAC publications for free – Praxis papers, Occasional Papers, briefings, Ontrac articles etc.

Praxis Directory of Civil Society Support Providers: Users from around the globe can find their nearest support provider or add their own organisation.

Development Directory: Links to NGO networking and support organisations, research resources and donor agencies.

Training: a calendar of upcoming workshops and training courses offered by INTRAC and other providers.

The site also offers key information about our conferences, current research, consultancies and programme activities.

Some of our clients:

During the year, INTRAC has worked with a wide number of clients (including those below), covering everything from half-day meetings to major evaluations and programmes.

Consultancy Companies

APT Enterprises
Carlbro
GRM International

Government Departments/National Agencies

British Council
British Embassies in Oman, Turkey and Turkmenistan
Charity Commission
Department for International Development (DFID)
Development Cooperation Ireland (DCI)
Irish Aid
Macedonian Centre for International Cooperation (MCIC)
Swedish International Development Agency (SIDA)

Funders

We would like to thank our many and varied funders:

Canadian International Development Agency	Interchurch Organisation for Development Co-operation (ICCO)
Christian Aid	MS Denmark
Concern Worldwide	Norad
Cordaid	Oxfam Novib
DanChurchAid	PSO
Danish Agency for International Development Assistant (DANIDA)	Red Barnet (Save the Children Denmark)
Dutch Foreign Ministry	Save the Children Sweden
ESRC (Economic and Social Research Council)	SNV
	Swedish International Development Cooperation Agency (SIDA)
	Trocaire
	UNDP
	World Vision

Faith Based Organisations

DanChurchAid
Diakonia
Ecumenical Consortium Central Asia (ECCA)
Franciscan Missionary Sister of Africa (FMSA)
Interchurch Organisation for Development Cooperation (ICCO)
Irish Missionary Resource Service (IMRS)
Scottish Catholic International Aid Fund (SCIAF)
Trocaire

Foundations

Aga Khan Foundation
Bernard van Leer Foundation
Ford Foundation
Open Society Initiative for Southern Africa (OSISA)

International Agencies

UNDP Cyprus

National and International NGOs

CARE Denmark
Concern Worldwide
E+Co Energy through Enterprise
International Federation of the Red Cross (IFRC)
International Service
Oxfam Tajikistan
Oxfam Novib
Right to Play
Sakharov Centre
SAVE UK
SCF Sweden
Uganda Society for Practical Action
WaterAid
World Wide Fund for Nature International (WWF)

Universities and Academic Institutions

Refugee Studies Centre, University of Oxford
Department of Public Health, University of Oxford



Statement of Financial Activities

For the year ended 31 March 2007

	Unrestricted funds (£)	Designated funds (£)	Restricted funds (£)	Total 2007 (£)	Total 2006 (£)
Incoming resources from generated funds					
Investment income	10,450	-	-	10,450	8,733
Income resources from charitable activities	1,046,304	-5133	689,074	1,730,245	1,900,543
Total incoming resources	1,056,754	-5,133	689,074	1,740,695	1,909,276
Resources expended					
Charitable activities					
Programmes to assist relief and development organisations in building their capacity and investment in future projects	-	13,910	235,422	249,332	218,314
Research in aspects of relief and development and publications related to all aspects of the work	98,699	-	454,185	552,884	586,957
Training of staff in relief and development organisations	117,001	-	-	117,001	336,979
Consultancies in capacity building, management, organisational development, reviews, research and evaluations of relief and development	964,986	-	-	964,986	744,142
Total charitable expenditure	1,180,686	13,910	689,607	1,884,203	1,886,392
Governance costs	4,450	-	-	4,450	4,450
Total resources expended	1,185,136	13,910	689,607	1,888,653	1,890,842
Net incoming/(outgoing) resources before transfers	-128,382	-19,043	-533	-147,958	18,434
Gross transfers between funds	-30,437	30,437	-	-	-
Net income/(expenditure) for the year/Net movement in funds	-158,819	11,394	-533	-147,958	18,434
Fund balances at 1 April 2006					
As originally reported	678,897	-11,394	533	668,036	609,602
Prior year adjustment	-40,000	-	-	-40,000	-
As restated	638,897	-11,394	533	628,036	609,602
Fund balances at 31 March 2007	480,078	-	-	480,078	628,036

There was a fall in income during the year with a greater proportion of time spent on planning future projects. However, the level of reserves remains healthy and, in line with our policy, is in excess of three months' costs.

Full accounts are available on request.

Trustees

(1 April 2006 – 31 March 2007)

Bill Jackson (Chair)
Anne Coles (Vice Chair)
Derek Roebuck (Hon Secretary)
James Rowland (Hon Treasurer)
Jonathan Benthall (Resigned 16 June 2006)
Belinda Coote
Paddy Coulter
Rose-marie de Loor (Resigned 8 December 2006)
Nabeel Hamdi
Peter Poore (Resigned 16 June 2006)
Rosemary Preston (Appointed 16 June 2006)
Ed Ross
Naglaa Salem
Janet Townsend
Pat White (Appointed 16 June 2006)
Geof Wood (Appointed 16 June 2006)

Associates and Friends

Lola Abdusalyamova
John Beauclerk
Jo Boyden
Bruce Britton
John Cammack
Piers Campbell
Chris Dammers
Sue Elliott
Alan Fowler
Maria Cristina Garcia
Jonathan Goodhand
Hugh Goyder
John Hailey
Martina Hunt
Raj Patel
Mark Sinclair
Chris Wardle

Staff

at 31 March 2007

Kazybek Abraliev
Burma Baitokoeva
Charles Buxton
Megan Davies
Amber de Vries
Fran Deans
Phil Dines
Kulnara Djamankulova
Svetlana Duncalf
Anne Garbutt
Janice Giffen
Rick James
Ingrid Kamikazi
Brenda Lipson
Linda Lönnqvist
Rod MacLeod
Lorraine Marriott
Kennedy Mbevi
Sara Methven
Cornelius Murombedzi
Roberta O'Neill
Ian Patrick
Brian Pratt
Susie Prince
Joan Powell
Kalsoom Rana
Gabriela Romo
Ghislaine Safari
Olga Savage
Kasturi Sen
Dawn Sheridan-Kasaj
Indrani Sigamany
Zoë Wilkinson
Shelagh Windsor-Richards
Katie Wright-Revollo
Rebecca Wrigley

Programme Officer, Central Asia
Programme Administrator, Central Asia
Senior Capacity Building Specialist, Central Asia
Finance Administrator
Consultancies Manager
Researcher
Publishing Manager
Community Development Adviser, Central Asia
Finance Manager
Consultancies Director
Senior Capacity Building Specialist
Principal Capacity Building Specialist
Training and Logistics Administrator
Deputy Executive Director
Researcher
Programme Director
Programme Coordinator, Cyprus
Finance Administrator
Principal Capacity Building Specialist
Principal Capacity Building Specialist
Assistant Consultancies Manager
Principal Capacity Building Specialist
Executive Director
Project Manager
Library Volunteer
Office Manager
Open Training Manager
Office Administrator
Open Training Manager
Research Director
Projects Administrator
Senior Capacity Building Specialist
Events Manager
Projects Manager
Senior Researcher
Programme Manager

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