

International Non-Governmental
Organisation Training and Research
Centre ("INTRAC")



Trustees' Report and Accounts

Year Ending March 31, 2022



TABLE OF CONTENTS

Table of Contents	2
1 Welcome to the trustees' report (including directors' report)	3
2 Our mission	4
3. How we deliver our mission	5
4. Highlights of 2021-22: ACCESS.....	7
5 Highlights of 2021-22: AGENCY	9
6 Highlights of 2021-22: INFLUENCING	11
7 Strategic aims and priorities for 2022-23	14
8 Financial performance	16
9 Structure, governance and management.....	18
10 Statement of trustees' responsibilities.....	21
11 Independent auditor's report.....	22
12 Statement of financial activities	26
13 Statement of financial position	27
14 Statement of cash flows	28
15 Notes to the financial statements	29

Legal and administrative information

Charity Number:	1016676
Company Number:	2663769
Registered office:	Oxbridge Court, Osney Mead, Oxford, OX2 0ES
Auditor:	Ross Brooke Ltd, Chartered Accountants Suite I, Windrush Court, Abingdon, Oxfordshire, OX14 1SY
Bankers:	NatWest Oxford Central 43 Cornmarket Street, Oxford, OX1 3ES

The Financial Statements for the year ended 31 March 2022 contained in this report have been prepared in accordance with the accounting policies set out in Note 1 to the Financial Statements, and comply with INTRAC's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice" applicable to charities preparing their accounts in accordance with Financial Reporting Standard FRS 102, applicable in the UK and Republic of Ireland, effective 1 January 2019."

1 WELCOME TO THE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

During this year INTRAC has continued our focus on strengthening the skills and knowledge of civil society in contexts across the global south to be more effective in addressing poverty and inequality. Notable successes have been our approach to online working, both within the organisation and in our various activities, as well as a refocus on what our distinct contribution to civil society effectiveness and 'shifting the power' is, as a small UK based organisation with a large network of consultants from across the globe.

The COVID-19 pandemic has continued to be deeply challenging, both for individuals and for organisations, and civil society has needed to change and adapt to these unprecedented circumstances. Through our consultancy and training work we have shared strategies and best practice that helped our stakeholders and clients to navigate the COVID-19 pandemic and to develop organisational resilience to manage future challenges. Feedback suggests that adaptation of our own training, consultancy and learning services to remote delivery was well received.

We are particularly proud of our publications this year. The [M&E Universe](#), our free online repository of short papers promoting best practice in the M&E field, is now complete with a total of 119 papers. INTRAC has also published three entries in our long-running Praxis Series of papers, and co-published a study of core grant funding with Laudes Foundation.

During the year INTRAC took time to reflect, discuss and plan. We developed our [Theory of Change](https://www.intrac.org/who-we-are/our-theory-of-change/) which makes explicit our role and contribution in strengthening civil society through our advisory, capacity strengthening and influencing work. We will use it to hold ourselves to account, to focus on the impact we want to make, ensuring we put [INTRAC's values](#) into practice.

Our main resource is our people. We celebrate them and recognise that their knowledge, expertise, and connections are our key asset. Through our small core team and pool of regular and trusted consultants we work with across the globe, we have continued to deliver high quality advisory and training support. As a learning partner for civil society organisations, we have also provided support to large programmes, including The Development Alternative, the British Council Media for All programme, and the work of Denmark's overseas aid programme (Danida).

Key organisational changes this year have focused on changes to our ways of working, our cost base and delivery model. Our small operating loss this year this relates to one-off costs and our reserves position remains relatively robust for our scale of operation.

We are delighted to have Kate Newman as our new CEO, starting in April 2022. She brings with her a wealth of participatory and civil society experience working in partner- and locally-led development, and engagement in decolonial and anti-racist practice, which will help to stimulate our thinking on how best to shift our own power and evolve INTRAC in our next strategy period.

We would like to say a huge thank you to all our staff, members of our network, clients and all partners for your active engagement and your highly valuable inputs to help achieve our mission.



Peter Sargent
Interim Chief
Executive



Yvonne Taylor
Chair of the Board
of Trustees

2 OUR MISSION

INTRAC's mission is to influence positive social change by strengthening civil society organisations, helping them develop, engage with others, and do what they do better. Our vision is that people are able to come together and to organise in forms that are effective, sustainable, and legitimate in their own societies.

Who we are

INTRAC is a not-for-profit organization, which has been supporting the work of civil society around the world since 1991. We have a small staff team headquartered in Oxford, UK. We collaborate with an extensive global network of trainers, consultants, researchers and like-minded organisations who share our passion for civil society. Over the past 30 years we have worked directly in 120 countries. We stand out as a reliable and trusted partner. We are dedicated to co-creating innovative ideas to enhance civil society programmes, and to providing practical solutions to tackle challenges.

INTRAC is committed to catalysing change in the civil society space, and to the wider process of shifting the power. We aspire to play a part in securing a stronger voice for national CSOs in shaping development policy and practice in the global South.

Who we work with

INTRAC works with all forms of civil society organisations, including emerging forms of civil society, movements, solidarity groups, and their support networks in the south. We also work with institutions like NGOs, donors and foundations, the private sector, research institutes, and governments. We work with individuals who share our goal of a stronger civil society, and who share our values.

3. HOW WE DELIVER OUR MISSION

In 2021-22, we structured our work around three strategic priorities. Highlights of our work during the year are structured around these priorities in chapters 4, 5 and 6.

- 1. Increasing access for civil society actors to support services in the global South.** INTRAC creates learning partnerships, strengthens the skills of individuals, and produces and shares resources for civil society practitioners. In order to broaden access to support services, we work with and learn alongside national and international consultants, organisations, and networks. Through this priority, we have worked towards improved support for national and international civil society actors. In this way, we aim to help civil society organisations (CSOs) implement more effective and transformative projects and programmes.
- 2. Support INGOs and funders to build equitable relationships with and increase the agency and voice of their partners in the South.** INTRAC undertakes values-driven consultancy, training, and capacity development work for CSOs and for their partners. While working with international and national organisations alike, we serve as a trusted, critical friend. We work to facilitate change, not to impose it from the outside. We have a particular emphasis on enhancing the agency of national CSOs. During the year, we continued to support civil society networks and organisations to become more resilient, sustainable, and legitimate.
- 3. Facilitating cooperation and exchange to influence policy.** INTRAC shares learning and facilitates debate about the role of civil society and how best to support it. We create learning spaces, challenging ourselves and others to create a more inclusive space for civil society. Through this priority, we aim to facilitate a shift in power to create a positive enabling environment for civil society to thrive. Through our influencing work, we aim to support national CSOs to become valued and powerful actors in shaping development policy and practice.

We set these priorities for ourselves against a backdrop of interconnected global challenges. These included climate change, social inequality, geopolitical flux, and the ongoing effects of the COVID-19 pandemic. While much changed in our ways of working, in everything that we did we held to [our values](#):

- We focus on change and transformation, and work to support positive change for civil society and to strengthen its role in development. We do this as a mission-driven not-for-profit civil society organisation.
- We put people at the centre of our work, and accompany our clients, partners, and those they serve as a trusted, critical friend.
- We emphasise collaboration, and believe that sustainable solutions require changes in wider systems and structures. No single stakeholder can do this alone.
- We provide support that is useful, appropriate to the context and easily understood.
- We pride ourselves on our integrity. We aim to live out our values, and we are committed to our vision, our mission, to the people we work with, and to our staff and network.
- We aspire to support inclusion and diversity both within INTRAC and the organisations and people we work with.

INTRAC in 2021-22 at a glance

- **17** countries worked in - **32** including multi-country programmes
- **10** in-house training courses delivered, plus **9** open scheduled courses
- **39** unique clients provided with consultancy or in-house training support
- **50** distinct consultancies undertaken. excluding training courses

In addition to our three strategic priorities, we also had two cross-cutting themes which informed our work in 2021-22.

Equity, diversity, and inclusion (EDI)

INTRAC's commitment to shift the power to local communities is closely tied to our internal efforts to build a more diverse and inclusive organisation. In the light of the Black Lives Matter movement as well as calls to decolonise the international development sector in recent years, we made a stronger commitment to advance these values in 2021 when we embarked on the following steps:

- In June 2021, we formed our first EDI working group.
- In July 2021, the Board of Trustees appointed Smruti Patel, a leading expert on diversity, inclusion, and anti-racism in the development sector, to guide INTRAC's work in these areas.
- Also in July 2021, we held our first EDI assessment workshop where staff identified priority steps to make INTRAC more inclusive and diverse.
- Recently in March 2022, we reflected individually and collectively on our positions of power as INTRAC staff members and how we can shift our power internally.

In future, INTRAC will seek to develop an EDI strategy and lay the foundations internally to be able to better respond to the call to shift the power.

Shifting the power

Since its founding in 1991, INTRAC has sought to support and strengthen civil society so that it can help to deliver positive social change. In recent years, we have paid close attention to the growing calls to "shift the power" within the international development sector. While recognising that we are an organisation based in the global North, INTRAC is undergoing its own internal change process to help us become better placed to catalyse broader changes to the development system. We believe strongly in shifting the power from traditional bases in the North to movements, organisations, and individuals in the global South.

We strongly emphasised the need to shift the power in our 30th anniversary celebrations, and looked at our own history in this context. Through our work, we sought to live out our desire for more equitable relationships between partners in the North and South. One example of this was our collaboration with AGAR in Ethiopia on a "capacity strengthening for exit" programme commissioned by Oak Foundation. Through our publications, we increasingly aim to become a conduit for voices from the global South to reach a wider audience. While we know we must do more, INTRAC is committed to playing a role in shifting the power.

4. HIGHLIGHTS OF 2021-22: ACCESS

Increasing access for civil society actors to support services in the global South

At INTRAC, we strongly believe that in order for civil society organisations to be as robust, effective, and sustainable as possible they need access to high-quality support services. The provision of this support was one of our priorities in 2021-22. During the year, we continued to enhance and build upon our diverse programme of training. This included both open online courses and bespoke in-house training, tailored to the unique needs of specific clients.

We built on our extensive experience of online learning to provide engaging support to individuals and organisations remotely, continuing through the ongoing disruption caused by COVID-19. For the first time, we introduced a new, advanced course in monitoring and evaluation systems, and we revised our training access scholarship (TAS) to expand access to our training courses.

INTRAC continued to expand and enhance our network of consultants, particularly in the global South. This forms a part of our efforts to help shift the power, by drawing on the skills of an increasingly broad and diverse group of practitioners based around the world.

Training in 2021-22: developing our in-house and open training offers

During the year INTRAC carried out several in-house training projects for a variety of clients. We delivered an online partner capacity strengthening training programme for Plan International. The training combined an e-learning platform, live sessions and group coaching and was conducted twice, once in English and once in French. We delivered online capacity strengthening training for Oak Foundation which placed a strong emphasis on participatory approaches. We also delivered online M&E training programmes for Hibiscus and SOFIA.

The number of open online courses we deliver continued to increase as, post-pandemic, online courses become an established form of learning. Our expertise in this area continues to grow as we monitor, evaluate, and learn from our experiences. Our approach to online learning, a combination of live sessions, and self-paced activities on our e-learning platform and mentoring, offers many benefits. These include greater flexibility for the learner, increased personalisation, and more time for reflection and for the application of learning to a learner's specific context.

Training achievements in 2021-22

- **9** open online training courses were run, with a total of **66** live sessions
- Our open online courses had a total of **165** participants, of whom **55** were based in the global South
- We trained participants based in a total of **48** countries, of which **30** were in the global South
- Participants rated our courses an average of **8.2 out of 10**

Strengthening Small Organisations with Big Ambitions

Strengthening Small Organisations with Big Ambitions is a two-year INTRAC project aiming to support small UK charities working internationally, to improve their resilience and provide more effective support to partner organisations and communities overseas. Funding was provided by the UK Foreign, Commonwealth & Development Office (FCDO) through a Small Charities Challenge Fund (SCCF) Capacity Development Grant.

The programme of support provided by INTRAC was co-created with 16 participating organisations in March 2021. Since then, INTRAC staff and members of our network have delivered training courses, provided mentoring sessions, and produced a series of five toolkits accessible to all. These activities have covered topics identified as priorities by the participating CSOs, which include monitoring, evaluation, and learning (MEL), partner capacity strengthening, strategic planning, advocacy, and exit and transition.

Participation in the programme has allowed small UK organisations to benefit from high-quality support which would not normally be accessible to them. Through the targeted activities, and the toolkits available to all, INTRAC aims to help CSOs become stronger, and better able to achieve a positive impact in the global South.

Training Access Scholarship (TAS)

As part of our efforts to broaden access to high-quality support for civil society, INTRAC has initiated a new Training Access Scholarship (TAS). This allows staff of small civil society organisations based in a select range of countries in the global South to access any of our training courses for a small nominal fee, instead of the full course cost.

During 2021-22, TAS participants joined us for online courses on monitoring, evaluation and learning (MEL), advanced monitoring and evaluation systems, partner capacity strengthening, and advocacy strategy and influencing skills. Ten scholarships were awarded, one each to participants from Ethiopia, Uganda, Ghana, Kenya, Zimbabwe, Malawi, Colombia, Vietnam, Cambodia, and Turkey.

INTRAC's approach to partnership

In order for INTRAC to achieve our mission, it is critical that we work in partnership with others; and we aim for these partnerships to be not only effective, but also to conform to high ethical standards. In late 2021, we formalised this way of thinking by publishing and adopting a new [ethical partnership commitment](#). This document sets out seven key principles. These are: diversity and inclusion; shared vision and values; complementarity of purpose and value added; independence; transparency and mutual accountability; clarity on roles and responsibilities; and commitment to joint learning. While differences in context may require different approaches, we strive to ensure equitable partnership that all of our work respects these key principles.

5 HIGHLIGHTS OF 2021-22: AGENCY

Supporting INGOs and funders to build equitable relationships with and increase the agency and voice of their partners in the South

Within the development space, international non-governmental organisations (INGOs) and funders occupy a critical position. The way they design and implement their interventions has major implications for CSOs in the global South. In 2021-22, INTRAC has continued to work proactively with INGOs to promote the development of more equitable relationships between INGOs and funders on the one hand, and their Southern partners on the other.

INTRAC has long worked with numerous INGOs and funders and this continued over the past year. This included the continuation of our longstanding relationship with Oak Foundation, for whom we undertook a novel “capacity strengthening for exit” programme in Ethiopia. This aimed to preserve and enhance the agency of the Foundation’s partners, by helping to leave them with greater resilience. In its design, this programme helped to shift the power, as it was co-designed with and operated in partnership with the Ethiopian organisation AGAR.

Embedding best practice, including through support to large programmes

INTRAC has a history of working in support of large, complex programmes of civil society support – often in the role of a monitoring, evaluation, and learning (MEL) partner. This work continued in 2021-22. Highlights in this area included continuing support to reviews undertaken by the Independent Commission for Aid Impact (ICAI), a MEL role within the Media for All consortium, and taking the lead on the closure of The Development Alternative (TDA). Through involvement with these and other programmes, INTRAC seeks to identify learning and embed best practice in support of the best possible outcomes for civil society organisations in future.

Bringing the voice of people affected by UK aid into ICAI reviews

The Independent Commission for Aid Impact (ICAI) scrutinizes how UK aid is spent, reporting directly to the UK parliament. Since 2019, INTRAC has been a part of a consortium led by Agulhas Applied Knowledge which acts as a service provider to the ICAI Commissioners, helping them to deliver independent reviews and reports on UK aid spend.

Wherever possible, the Commissioners are committed to ensuring that the views and experiences of people affected directly or indirectly by UK aid are brought into the review process and this is where INTRAC is involved. During 2021-22, INTRAC continued to draw on our experience of participatory methodology, community engagement, and feedback processes in support of ICAI reviews. Recent reviews have centred on topics such as education, safeguarding, democracy and human rights. Each review involves a small amount of detailed research which provides INTRAC an opportunity to reconnect with and sometimes expand its network of national consultants. Recent reviews have focussed on Pakistan, Tanzania, Nigeria and Colombia. For INTRAC, supporting the ICAI review process contributes to our mission by strengthening the voice of people affected by the aid system.

Supporting independent media in the Western Balkans

Media for All: Supporting Greater Media Independence is a 3-year project funded under the Conflict, Stability and Security Fund (CSSF) of the UK Foreign, Commonwealth and Development Office (FCDO), which ends in June 2022. INTRAC is the monitoring, evaluation, and learning (MEL) partner for the implementing consortium, which is led by the British Council in partnership with the Balkan Investigative Reporting Network (BIRN) and Thomson Foundation.

The project aims to build citizens' trust in and engagement with more independent, financially sustainable, local media in the region through providing grants for business development and engaged citizens reporting, along with technical capacity support to 85, mainly local, media outlets in six countries – Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia.

MEL has been embedded from the project design stage, starting with development of the Theory of Change, and has involved a wide range of methods. Key activities in 2020/21, included finalising the project's baseline and setting up regular monitoring processes including quarterly web analytics surveys of all the media outlets, and quarterly 'team self-reviews' for the project team to analyse progress, learn and adapt activities as needed. During early 2021/22, we completed the project's mid-term review, and subsequent adaptation of the Theory of Change, while in recent months we have been focussing on endline activities to understand the project's impact and to generate learning to inform future work in the region. These have included: endline capacity self-assessments with all outlets; an audience size and perception survey, and content analysis with a Tracer Study sample of 23 outlets; an outcome harvesting exercise; as well as 'deep dive' research into the impact of the project's gender policy work and a learning brief on 'gender transformative approaches to programming'. The final quarter will see a final event in Novi Sad, along with consolidation of the project's endline results and learning into a final report.

Continuing MEL support to The Development Alternative during its closure

The Development Alternative was a DFID-funded programme that ran from July 2018 to February 2022, led by Restless Development and a consortium of 6 other partners, including INTRAC as the MEL lead. The programme sought to shift power to young people and communities so that they can lead change.

INTRAC's main involvement was as the monitoring, evaluation and learning partner, with a strong focus on learning and adaptive management. Some of our work included the establishment of MEL frameworks, support for ongoing monitoring, developmental evaluations, strategy reviews, the development of learning outputs and the coordination of a responsible exit strategy.

The work was based on three pillars: supporting youth CSOs globally, trialling an innovative youth-led accountability mechanism, and general influencing and advocacy.

Though the programme was brought to an early end by FCDO budget cuts, TDA achieved many successes including the establishment of a burgeoning community of practice for global youth CSOs as well as evidence that youth-led accountability improves community attitudes to youth leadership, improves community engagement with development projects, and increases community confidence in the accountability process. Following the end of TDA, a number of outputs will be published in 2022-23, including an accountability "cookbook" produced by INTRAC.

6 HIGHLIGHTS OF 2021-22: INFLUENCING

Facilitating exchange and contributing to policy

Working to facilitate the exchange of ideas and to contribute to policy is the third area of INTRAC's theory of change. In 2021-22, we continued to share learning and promote debate not only through our communications, publications, and events, but also in the course of our consultancy work.

Through our publications, we have sought to promote dialogue and exchange on key topics of relevance to civil society. This has included a paper by Principal Consultant Rod MacLeod on the transformative potential of core grant funding, co-published with Laudes Foundation and supported with a series of blogs. We have also published a blog series on exit and leadership succession in Ethiopia, and individual blogs on learning during COVID-19, the "Learning from Women" project, and transformative collaborations.

In March 2021, INTRAC gathered over 140 civil society practitioners for an online discussion on the role of organisational development in the effort to shift the power in the development space. This served as part of the celebration of INTRAC's 30th anniversary, and as the culmination of a blog series with contributors drawn from our staff and our wider network. During the year INTRAC also published three new entries in our Praxis Series of papers, and completed the M&E Universe resource with a total of 119 freely accessible papers.

Influencing policies

Wherever possible, INTRAC aims to identify opportunities to influence civil society policies and programmes to promote the development of a strong, resilient civil society sector. One way in which we continued to do this in 2021-22 is through our work on evaluations. INTRAC undertakes evaluations not only to help organisations gauge the effectiveness of their interventions, but also to encourage decision-makers to improve the ways they provide support to civil society. During the year, INTRAC conducted conventional, longitudinal, and developmental evaluations for a wide range of clients including Christian Aid Ireland, the British Council, and Denmark's foreign aid programme (Danida).

Evaluating and influencing Denmark's support to civil society

INTRAC has a longstanding relationship with the Danish Ministry of Foreign Affairs (MFA) and has undertaken several pieces of work related to Denmark's foreign aid programme (Danida). Beginning in August 2020 and continuing into 2021-22, INTRAC worked together with the Nordic Consulting Group on an evaluation of Danish support to civil society. This covered support delivered through Danish organisations to around 650 partner organisations in the global South.

The evaluation aimed to stimulate evidence-based learning, and produced three thematic studies – these focused on Danish public engagement, strengthening civil society in the global South, and the humanitarian, development, and peace nexus. INTRAC and Nordic Consulting Group fed back to Danida *during* the evaluation, and not only at its conclusion, helping to influence future civil society support in real time. This unusual and strongly influential approach reflects our strong rapport with Danida, and our shared interest in the processes of localisation and shifting the power.

Conducting a developmental evaluation for Christian Aid Ireland

Between June and December 2021, an INTRAC team – comprised mainly of members of our network – conducted a developmental evaluation of the Irish Aid-funded Programme Grant II. This Christian Aid Ireland project was implemented by 39 local partners in seven countries, and its Key objectives relate to human rights, peacebuilding and gender equality.

Using a developmental evaluation approach, the team enabled feedback to the client during the process. This helped deliver a more participatory exploration of emerging results. This approach also helped to manage the challenges of evaluating work in uncertain contexts where change is hard to predict. Further, it helped to account for the effects of COVID-19, which had unexpected effects, both positive and negative.

Publications and knowledge sharing

As part of its commitment to sharing knowledge and best practice within the civil society space, in 2021-22 INTRAC continued to produce and share a number of publications rooted in experience. In addition, INTRAC has participated in external events to share learning and expertise. For example, in May 2021, staff member Pauline Salin and network member Nigel Simister presented to Expertise France's M&E Forum on the topic of monitoring and evaluating capacity strengthening work.

Blog series and event – shifting the power through organisational development

INTRAC reached its 30th anniversary in November 2021. The process of shifting the power in the civil society sector was chosen as our focus for the first phase of our celebrations of this milestone, during January, February, and March 2022. INTRAC staff and network members wrote a series of blogs exploring this theme, covering topics such as the need to localise consultancy, the risk of focusing excessively on off-the-shelf tools, and the collaboration between INTRAC and local consultancy AGAR in Ethiopia.

The blog series led into a successful online event on March 23, 2022, which attracted over 140 civil society practitioners from around the world. The event had four speakers: INTRAC Principal Consultants Rick James and Lucy Morris were joined by Angela Zamaere Smith and Nancy Akanbombire. [INTRAC produced a full audio recording, audio highlights, and a downloadable event summary](#) for those unable to join on the day.

Sharing experience and knowledge through Praxis Series papers and the M&E Universe

During the year, INTRAC continued its longstanding practice of producing high-quality publications rooted in civil society practice. These included entries [12](#), [13](#) and [14](#) in INTRAC's long-running Praxis Series of freely accessible papers. These covered leadership transition in Ethiopia, sustainable exit, and a joint learning pilot on capacity strengthening, respectively. Both INTRAC staff and members of our network contributed to these publications, and to the 15 blogs published during the year.

Through our publications we have also collaborated with other organisations. Principal Consultant Rod MacLeod authored the paper, [“Core grants: the long and winding road to transformative funding”](#) (April 2021) which was co-published with Laudes Foundation. INTRAC also began a communications partnership with the [West Africa Civil Society Institute \(WACSI\)](#), through which we aim to exchange learning and grow the reach of our respective publications. Additionally, the [M&E Universe](#) – our repository of free papers on various topics related to monitoring and evaluation – was completed in 2021, reaching a total of 119 papers.

7 STRATEGIC AIMS AND PRIORITIES FOR 2022-23

We believe that a strong and effective civil society focused on social justice is key to challenging inequality and eradicating poverty. To this end, we will continue to implement our key strategic priority areas:

1. **INCREASE ACCESS:** Through improved national and international support for civil society actors, organisations and networks
2. **STRENGTHEN AGENCY:** Through value driven consultancy, training and capacity strengthening to enable stronger civil society organisations and networks in the global south – in relation to their INGO and funding partners, and within their national, regional and global operating contexts
3. **INFLUENCE CIVIL SOCIETY CONTEXTS:** Through sharing learning and facilitating debate about the role of civil society and how best to support it, collaborating to build diverse and inclusive civil societies and shifting power to create a positive enabling environment for civil society to thrive.

In this, we will continue to be guided by our values: putting people at the centre, enabling change and transformation, collaboration, utility, integrity, inclusion, and diversity

In 2021 we invested attention in diversifying our board of trustees, with particular emphasis on recruiting trustees from and based in the global south. We are delighted that we now have board members based in 5 different countries across the globe. As we move forwards into 2022 we are actively considering what it means to shift our own power, and how we can put our commitments to equity, inclusivity and diversity into practice at every level within INTRAC and with our stakeholders.

We will evolve our work in a range of different ways including:

- **Consultancy and training:** which includes short-term discrete interventions, open access training and multi-year programmes of work
- **Learning partnerships:** bringing the best of our technical expertise in monitoring, evaluation and learning, organisational development, alongside our training and evidence and insight gathering to accompany global actors and their national partners on their developmental journeys to enable stronger civil society organisations, application of learning and greater impact.
- **Strategic partnerships:** establishing long-term relationships with like-minded actors to develop work together, based on mutual trust, learning and reciprocity.

We will adapt our approach

- **Strengthening engagement with and management of our network of non-staff consultants** who are central to delivering INTRAC's mission. Our aim to advance the localisation and shift-the-power agendas requires that we be able to draw on and work with an extensive and diverse network of local consultants and partners across the world, and especially in the South.
- **Continuing to enhance and strengthen our training offer**, catering to the need for online learning and building on the excellent content that has been developed already.

We will enhance our impact and learning

- **By developing new insight on issues** civil society organisations are grappling with by drawing on and systematising learning from our advisory work that enables us to determine broader sector needs, and helps us to identify core learning questions,

generating knowledge which we will share through open events, training and resources, providing thought leadership to the wider sector

- **By reflecting on our Theory of Change** with staff and the wider network on whether and how we are making a difference in shifting the power towards more impactful and resilient civil society organisations, stronger national capacity support networks and a stronger voice for national civil society organisations in shaping development policy and practice.

8 FINANCIAL PERFORMANCE

Results for the year

The result for the year ended 31 March 2022 was an unrestricted deficit of £7,728 (2021: deficit £85,816; 2020: surplus £18,962).

This is considered to be an acceptable outturn for the period given the uncertainties faced previously due to the COVID-19 pandemic and is as a result of changes implemented during the year to transition the organisation to a sustainable financial footing following the deficit last year.

Income

INTRAC's funding model is based on fees for work delivered on behalf of clients and grants, and other forms of income in support of research and programmes. The majority of our income is earned through consultancy contracts representing £1,621,652 or 87% of turnover (2021: £1,344,290 or 86%) and training services £248,953 or 13% of turnover (2021: £214,864 or 14%)

Consultancy contracts include work supporting research as well as consultancy work providing MEL (Monitoring Evaluation and Learning) and OD (Organisational Development) services.

Our income for the year ended 31 March 2022 was £1,870,605 (2021: £1,559,154). The overall increase compared to last year is driven mainly by the higher number of external consultants' days and an improvement in income from trainings services due to a good number of participants per course achieved through the move to on-line training.

Expenditure

INTRAC would be unable to deliver the support it provides without the skills and knowledge of its staff and network of external consultants. This is reflected in the breakdown of its cost structure. Staff and external consultants account for 84% (2021: 84%) of our costs.

Total expenditure was £1,898,763 (2021: £1,669,418)

Whilst the proportion of overall costs for staff and external consultants remains broadly similar to last year, a small reduction in staff costs was offset by a larger increase in the costs of our external consultants due to the additional volume of consultancy services provided in the period.

Reserves policy

The trustees have considered INTRAC's reserve requirements based on future plans and an assessment of financial risk. INTRAC requires reserves to:

- cover fluctuations in contractual income;
- provide sufficient working capital;
- absorb external shocks such as foreign exchange movement; and
- invest in organisational development and service development.

Working capital requirements are reviewed on a quarterly basis. This assessment includes reviewing current financial performance, financial plans, current spending commitments and obligations, risks and their probable financial impact.

The trustees have assessed that to meet short term working capital requirements, a minimum reserve level should be held in the range of 8-13 weeks of expenditure. This is equivalent to a range of between £250,000 and £400,000 (at current levels of expenditure).

The trustees have a medium term aim to build additional financial capacity (beyond the minimum working capital requirements) to free up financial resources to invest in the charity to ensure our relevance in a changing context of international development.

At 31 March 2022 INTRAC held unrestricted funds of £310,743 (2021: 318,471 , equivalent to around 10 weeks of expenditure). Of this £40,000 has been designated for spend in the current year as the charity transitions to a 'remote first' working arrangement.

Going Concern

The trustees have considered the appropriateness of preparing the accounts on a going concern basis. The charity's reserves levels continue to be within the necessary range to satisfy the reserves policy.

Reflecting the transition plans in the process of being implemented, trustees have agreed a breakeven budget for the next financial year and continue to closely monitor the pipeline of new work and expected cash flows for the next 12 months and beyond.

The trustees are satisfied that these projections and the ability of the charity to manage its key risks (see below) give sufficient assurance to conclude that the going concern basis is appropriate.

Defined Benefit Pension Liabilities

INTRAC is a member of a multi-employer pension scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK as it included a guaranteed fund growth. It is not possible for INTRAC to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, INTRAC accounts for the scheme as a defined contribution scheme.

Due to a funding shortfall, the Trustees of the pension scheme have asked the participating employers to pay additional contributions to the scheme. INTRAC has included a provision for these contributions in its accounts. At 31 March 2022 the provision stood at £29,522 (2021: £39,523; 2020: £46,830). More details are provided in note 16 to the accounts.

9 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 earlier in this report.

Trustees may serve two terms of three years with re-election at the end of the first term. Trustee vacancies are advertised, and shortlisted applicants are invited to discuss their candidacy with the Trustee Recruitment Panel. This comprises up to three trustees and the Chief Executive. The panel recommends the appointment of selected applicants to the Board, for approval by a majority of the trustees. New trustees are invited to INTRAC, before their election, for sessions with the chair and staff to be briefed on the operations of the charity and their obligations. Copies of the current Charity Commission guidelines for trustees are also made available to new trustees.

The Trustees are responsible for setting the strategy and monitoring the progress of the organisation and meet as a group at least four times a year to do this. The Trustees have delegated the day to day running of the charity to a Chief Executive.

The Chief Executive is in regular contact with the Chair and other Trustees through subgroups, such as the Finance Committee. The Finance Committee reviews financial performance and provides more detailed input on budget setting through quarterly meetings, making recommendations to the full body of Trustees.

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

- | | |
|-------------------------|---|
| 1. Yvonne Taylor | Chair (appointed Dec 2021, Trustee since Dec 2018) |
| 2. Sue Turrell | Deputy Chair (appointed Dec 2021, Trustee since Dec 2017) |
| 3. Jonathan Orchard | Treasurer (appointed October 2018) |
| 4. Sam Bickersteth | Trustee (retired September 2021) |
| 5. Catriona Dejean | Trustee (appointed December 2018) |
| 6. Carolyn Miller | Chair (retired December 2021) |
| 7. Alexander Knapp | Trustee (appointed December 2020) |
| 8. Suzanne Hammad | Trustee (appointed June 2021) |
| 9. Smruti Patel | Trustee (appointed June 2021) |
| 10. Charles VanDyck | Trustee (appointed June 2021) |
| 11. Lily Maćków-McGuire | Trustee (appointed June 2021) |
| 12. Alfred Brian Agaba | Trustee (appointed June 2021) |

The Interim Chief Executive in the financial year was Peter Sargent.

The pay of the Chief Executive is set by the Board, bearing in mind market rates. The rates of pay of all other members of staff, including the senior management team, are subject to a market review upon recruitment. Current policy is to award cost of living adjustments to all staff on an annual basis, in line with rises in CPI and subject to affordability; and to review levels of pay against market rates every 3 years.

Risk management

A strategic risk framework supports the trustees to have visibility and oversight of the key risks faced by the charity and the measures being pursued to manage these risks. The framework is updated quarterly and is reviewed by the finance and risk committee.

Key risks facing the charity at the current time include:

- INTRAC's key strategic risk is a failure to actively engage with and respond to wider challenges facing the sector: of legitimacy, diversity and shifting the power. It is important to reimagine INTRAC into the future in order to secure our ongoing impact, relevance and financial model
- INTRAC's overall financial position remains dependent on shorter-term projects and the expertise and reputation of a small number of employees. Our work on strategy and external networking to strengthen the network, establish new and diverse partnerships, and longer-term high value projects, is important for stability and strategically aligned work into the future to secure the charity's financial security in the medium term and beyond
- We recognise that INTRAC's staff and network of consultants is our key asset, and a key risk is that they become too homogenous. We need to continue to diversify who we include in our delivery work, and work through how they are included so that we attract and retain quality individuals to the team with diverse backgrounds and skillsets
- As staff adjust to new ways of working, staff well-being is also a challenge, alongside the ongoing challenges of balancing consultancy delivery with broader ambitions of strategic thinking, sharing learning and providing thought leadership

A series of internal working groups are in place to work on specific projects including key risk areas identified. The current and projected financial position, including the pipeline of new work, is closely monitored by trustees.

Related Parties

Trustees may receive remuneration for provision of other services as agreed by the Board in accordance with our governing document. One contract was made under these arrangements in the last 3 years.

Additionally, the partner of one Trustee is regularly engaged as an external consultant. These contracts are made under normal commercial arrangements.

Fundraising

INTRAC does not pro-actively engage in public fundraising activity. Consequently, it is not registered with the Fundraising Regulator.

Accounts

The accounts have been prepared in accordance with the accounting policies set out in Note 1 to the Accounts and comply with the INTRAC's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to

charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Disclosure of audit information

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

Auditor

The auditors, Ross Brooke Limited, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

10 STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

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

Company Law requires the trustees to prepare financial statements 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.

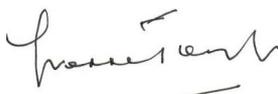
In preparing these accounts, the trustees are required to:

- 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements 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.

The trustees' report was approved by the Board of Trustees.

This report has been prepared in accordance with the small companies regime under Section 419(2) of the Companies Act.



.....

Y Taylor (Chair)

Trustee

Dated: 20 October 2022

11 INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Members statements of International Non-Governmental Organisation Training and Research Centre ("INTRAC")

OPINION

We have audited the financial statements of International Non-Governmental Organisation Training and Research Centre ("INTRAC") (the 'charitable company') for the year ended 31 March 2022 which comprise Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, 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.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements 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 ; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We have considered:

- the nature of the charity and sector, control environment and operating performance;
- the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
- any matters we identified having reviewed the charity's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act and tax legislation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Caroline Webster FCA
For and on behalf of Ross Brooke Limited
Statutory Auditor
Suite I
Windrush Court
Abingdon Business Park
Oxfordshire
OX14 1SY
Date:

12 STATEMENT OF FINANCIAL ACTIVITIES

		Year ending 31 March 2022			2021
		Unrestricted Funds £	Restricted Funds £	Total £	Total £
	Notes				
Income from					
Donations and legacies	3	20,413		20,413	-
Charitable activities	4	1,541,280	329,325	1,870,605	1,559,154
Investments	5	17		17	170
Other	6			-	24,278
Total Income		<u>1,561,710</u>	<u>329,325</u>	<u>1,891,035</u>	<u>1,583,602</u>
Expenditure on:					
Charitable activities	7-10	<u>1,569,438</u>	<u>329,325</u>	<u>1,898,763</u>	<u>1,669,418</u>
Net (outgoing)/incoming resources		-7,728	-	-7,728	-85,816
Gross transfers between funds		-	-	-	-
Net movement in funds		<u>-7,728</u>	<u>-</u>	<u>-7,728</u>	<u>-85,816</u>
Total funds brought forward		<u>318,471</u>	<u>-</u>	<u>318,471</u>	<u>404,287</u>
Total funds carried forward		<u><u>310,743</u></u>	<u><u>-</u></u>	<u><u>310,743</u></u>	<u><u>318,471</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

13 STATEMENT OF FINANCIAL POSITION

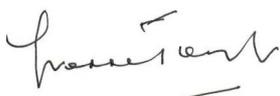
	Notes	31 March 2022		31 March 2021	
		£	£	£	£
Fixed assets					
Tangible fixed assets	11		9,186		10,169
Current assets					
Stocks	12	1,171		1,223	
Debtors	13	394,494		308,062	
Cash at hand and in bank		278,262		398,689	
Total Current assets		<u>673,927</u>		<u>707,974</u>	
Liabilities					
Creditors: Amounts falling due within 1 year	14	<u>-342,848</u>		<u>-360,149</u>	
Net current assets			<u>331,079</u>		<u>347,825</u>
Total assets less current liabilities			340,265		357,994
Provision for liabilities	15		<u>-29,522</u>		<u>-39,523</u>
Total net assets			<u>310,743</u>		<u>318,471</u>
The funds of the charity					
Restricted funds	17		-		-
Unrestricted funds	18				
General reserves			270,743		298,471
Designated Funds*			<u>40,000</u>		<u>20,000</u>
Total charity funds			<u>310,743</u>		<u>318,471</u>

*Note 18.

Company Registration Number 2663769

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 12th October 2022.



.....

Yvonne Taylor (Trustee)



.....

Jonathan Orchard (Trustee)

The notes on pages 29 to 41 form part of these accounts.

14 STATEMENT OF CASH FLOWS

		31 March 2022		31 March 2021	
	Notes	£	£	£	£
Cash flows from operating activities:					
Net cash provided by operating activities	22		-114,481		-7,063
Cash flows from investing Activities					
Interest received		17		170	
Purchase of equipment		<u>-5,738</u>		<u>-7,692</u>	
Net cash provided used in investing activities			-5,721		-7,522
Net cash used in financing activities			0		-
Change in cash and cash equivalents during the period			<u>-120,201</u>		<u>-14,585</u>
Cash and cash equivalents at the beginning of the year			398,689		413,274
Cash and cash equivalents at the end of the year			<u>278,488</u>		<u>398,689</u>

15 NOTES TO THE FINANCIAL STATEMENTS

1: Accounting policies

Company information

International Non-Governmental Organisation Training and Research Centre ("INTRAC") is a private company limited by guarantee incorporated in England and Wales. The registered office is Oxbridge Court, Old Fruiterers' Yard, Osney Mead, Oxford, OX2 0ES.

1.1) Accounting convention

The accounts have been prepared in accordance with INTRAC's constitutional document as adopted by the board of Trustees, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice FRS 102 (effective 1 January 2019).

INTRAC is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2) Going Concern

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. Plans are in place to ensure that this does not change for the foreseeable future. On this basis they believe that the going concern basis of accounting is appropriate.

1.3) Charitable funds

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.

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.

1.4) Incoming resources

Income is recognised when the INTRAC is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the INTRAC has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fee income from charitable activities comprises fees charged for service provision including training and consultancy work is recognised as it is earned under the contract. Income is deferred when fees are received in advance of the work or courses to which they relate.

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

- Research in aspects of relief and development and publications related to all aspects of the work ("Research"). These activities are delivered through a mix of consultancy, grant funded and editorial services.
- Training of staff in relief and development organisations ("Training"). This may be delivered as part of a scheduled programme of courses or as commissioned work for a particular client.
- Consultancies in capacity building, management, organisational development, reviews, research and evaluations of relief and development ("Consultancies")

1.5) 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, as weighted to reflect relative salaries of the staff employed. In previous years the apportionment had been done on the basis purely of staff time but it is felt that weighting provides a more accurate basis for apportionment. Prior year figures have been restated accordingly as shown in notes 7 and 8.

1.6) Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Fixtures, fittings & equipment	33.3% straight line
--------------------------------	---------------------

1.7) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.8) Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.9) Financial instruments

INTRAC has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans, are recognised at transaction price.

De-recognition of financial liabilities

Financial liabilities are derecognised when the INTRAC's contractual obligations expire or are discharged or cancelled.

1.10) Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.11) Retirement benefits

The cost of providing benefits under defined benefit plans is determined separately for each plan using the projected unit credit method, and is based on actuarial advice.

The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost. The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in income/(expenditure) for the year.

Re-measurement changes comprise actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability excluding amounts included in net interest. These are recognised immediately in other recognised gains and losses in the period in which they occur and are not reclassified to income/(expenditure) in subsequent periods.

The net defined benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information, and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

1.12) Leases

Rentals payable under operating leases, including any lease incentives received, are charged to the Statement of Financial Activities on a straight line basis over the term of the relevant lease.

1.13) Taxation

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

2: Critical accounting estimates and judgements

In the application of the INTRAC's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical Judgements

Deferred and accrued income

At any one time INTRAC will have a number of projects active. Project values are calculated on the basis of consultants' time needed to complete the work and associated rechargeable expenses. As such we use the actual time spent and actual expenses incurred to date as the basis for determining how much of the project is complete and hence the value of the work done. Timing differences may occur when calculating work done to date and when an invoice is raised for each completed project phase, in which case either the calculation would result in recognising accrued income or deferred income. The basis on which this is calculated follows the principles as stated in the 2019 SORP in recognising income on a receivable basis. If there is likely to be a budget overrun compared with contracted amounts then this will be identified as an impairment and any losses are recognised when identified. See notes 1.4 for the policy, note 13 where prepayments and accrued income includes £123,790 (2021: £203,420) of accrued income, and note 14 where the carrying value of deferred income is stated.

3 Donations and legacies

	Year ended 31 March 2022			2021
	Unrestricted Funds	Restricted Funds	Total	Total
	£	£	£	£
Donations and Legacies	20,413	-	20,413	-
For year ended 31 March 2021				
Donations and Legacies	-	-	-	-

4 Charitable activities

	Year ended 31 March 2022				2021
	Research	Training	Consultancies	Total	Total
	£	£	£	£	£
Unrestricted funds	71	248,953	1,292,256	1,541,280	1,099,758
Restricted funds	329,325			329,325	459,396
Generated through charitable activities	329,396	248,953	1,292,256	1,870,605	1,559,154
For year ended 31 March 2021					
Unrestricted funds	29,165	205,928	864,665		1,099,758
Restricted funds	450,460	8,936	-		459,396
Generated through charitable activities	479,625	214,864	864,665		1,559,154

Included within income above is an increase in deferred income of £639 (2021: decrease £64,859). This comprises an increase in deferred income on unrestricted funds of £35,348 (2021: decrease £48,707) and a decrease in deferred income on restricted funds of £34,709 (2021: £16,152).
The carrying value of deferred income is stated in note 13.

5 Investments

	Year ended 31 March 2022			2021
	Restricted Funds	Unrestricted Funds	Total	Total
	£	£	£	£
Interest receivable	-	17	17	170
For year ended 31 March 2021				
Interest receivable	4	166		170

6 Other income

	Year ended 31 March 2022	
	Total Unrestricted Funds	Total Unrestricted Funds
	£	£
Rental Income	-	18,329
Coronavirus Job Retention Grant	-	5,949
Total	-	24,278

7 Charitable Expenditure

	Year ended 31 March 2022				2021
	Research £	Training £	Consultancies £	Total £	Total £
Delivery staff costs	102,719	23,499	290,605	416,823	495,052
External consultants	85,656	66,287	581,045	732,988	510,954
Delivery expenses	6,838	2,577	32,637	42,052	21,655
Grants to partner organisations*	70,173			70,173	83,617
Service delivery cost	265,386	92,363	904,287	1,262,036	1,111,278
Service support staff costs	40,112	63,864	102,836	206,812	175,879
Total service costs	305,498	156,227	1,007,123	1,468,848	1,287,157
Share of support costs	57,218	65,571	294,860	417,649	375,020
Share of governance costs	3,080	942	8,244	12,266	7,241
	365,796	222,740	1,310,227	1,898,763	1,669,418
Analysis by fund:					
Unrestricted funds	36,471	222,740	1,310,227	1,569,438	
Restricted funds	329,325	-	-	329,325	
Generated through charitable activities	365,796	222,740	1,310,227	1,898,763	
For year ended 31 March 2021					
Unrestricted funds	6,119	214,159	989,740		1,210,018
Restricted funds	413,367	8,936	37,097		459,400
Generated through charitable activities	419,486	223,095	1,026,837		1,669,418

* See note 19

8 Support costs

	Year ended 31 March 2022			2021
	Support Costs £	Governance Costs £	Total £	Total £
<u>Support costs</u>				
Staff costs	123,975		123,975	202,238
Consultants	113,944		113,944	22,000
Premises and office costs	72,563		72,563	98,388
Other costs	60,220		60,220	48,007
Depreciation	6,947		6,947	4,388
Office dilapidations & associated costs	40,000		40,000	-
<u>Governance Costs</u>				
Audit		10,620	10,620	7,190
Accountancy		-	-	-
Compliance and constitutional costs		1,646	1,646	51
	417,649	12,266	429,915	382,262

Costs are allocated on the basis of staff time, weighted for relative salary of staff members as recorded in INTRAC's The previous basis was to apportion staff costs based just on staff time. However, staff employed in direct service delivery tend to have higher levels of remuneration than those involved in more administrative and clerical support roles, with the result that this basis was resulting in an overstatement of payroll costs associated with support and understating those associated with delivery.

9 Trustees

During the year no trustees were engaged as external consultants.

Further details of contract arrangements are given in note 21 on related party transactions.

There were no similar contractual arrangements in the previous financial year.

No trustees were reimbursed for travel expenses (2021: No trustees were reimbursed). All trustee meetings in the year ending 31 March 2022 were held on-line.

10 Employees

Number of Employees

The average number of employees employed by the company during the year was

	<u>2022</u>	<u>2021</u>
	Number	Number
Service Delivery	10	12
Service Management	1	2
Service Support	5	4
Total Operations	<u>16</u>	<u>18</u>
Administration	<u>3</u>	<u>5</u>
	<u>19</u>	<u>23</u>

Employment Costs

	<u>2022</u>	<u>2021</u>
	£	£
Wages and salaries	655,837	774,196
Social security costs	54,968	65,133
Other pension costs	<u>24,084</u>	<u>32,502</u>
	<u>734,889</u>	<u>871,831</u>

Details of outstanding pension contributions are provided in Note 15.

The number of employees whose annual remuneration was £60,000 or more were

	<u>2022</u>	<u>2021</u>
	Number	Number
Employees earning £60,001 to £70,000	<u>-</u>	<u>1</u>

The employee whose emoluments exceeded £60,000 in the year ending 31 March 2021 had a retirement benefit accruing under a defined benefit pension scheme of £Nil.

Remuneration of key management personnel

	<u>2022</u>	<u>2021</u>
	£	£
Salary	105,371	192,890
Pension	<u>5,279</u>	<u>9,645</u>
	<u>110,650</u>	<u>202,535</u>
Average FTE key management personnel	<u>2</u>	<u>4</u>

11 Tangible Fixed Assets		Fixtures, fittings and equipment	
		£	
Cost			
At 1 April 2021			49,228
Disposals			0
Additions			5,738
At 31 March 2022			<u>54,966</u>
Depreciation and impairment			
At 1 April 2021			39,059
Disposals			0
Depreciation charged in the year			6,947
At 31 March 2022			<u>46,006</u>
Carrying amount			
at 31 March 2022			<u>8,960</u>
at 31 March 2021			<u>10,169</u>
12 Stocks		2022	2021
		£	£
Finished goods and goods for resales		<u>1,171</u>	<u>1,223</u>
13 Debtors		2022	2021
		£	£
Trade debtors		250,407	76,158
Prepayments and accrued income		144,087	231,904
Other debtors		-	-
		<u>394,494</u>	<u>308,062</u>
14 Creditors: amounts falling due within one year		2022	2021
	Notes	£	£
Other taxation and social security		40,223	32,456
Deferred income	2	148,490	147,851
Trade creditors		46,227	57,543
Other creditors		4,883	6,341
Office dilapidations and associated expenses		40,000	-
Accruals and deferred rental income		63,025	115,958
		<u>342,848</u>	<u>360,149</u>
Other creditors at the year end		2022	2021
Pension contributions due under defined contribution schemes			
Defined contribution schemes - Ees		2,383	3,195
Defined contribution schemes - Ers		1,667	2,336
Defined benefit scheme deficit contributions		833	810
		<u>4,883</u>	<u>6,341</u>
15 Provisions for liabilities		2022	2021
	Notes	£	£
Retirement benefit obligations	16	<u>29,522</u>	<u>39,523</u>

16 Present value of provisions

	<u>2022</u>	<u>2021</u>
	£	£
Present value of provisions	<u>29,522</u>	<u>39,523</u>

Reconciliation of opening and closing provisions

	Period ending 31 March	
	<u>2022</u>	<u>2021</u>
	£	£
Provision at start of period	39,523	46,830
Unwinding of the discount factor (interest expense)		1,051
Deficit contribution paid	-10,001	-9,710
Remeasurements - impact of change in assumptions		1,352
Remeasurements - amendments to the contribution schedule		-
Provision at end of period	<u>29,522</u>	<u>39,523</u>

Income and Expenditure impact

	Period ending 31 March	
	<u>2022</u>	<u>2021</u>
	£	£
Interest expenses	-	1,051
Remeasurements - amendments to contribution schedule	-	-

Key Assumptions

	<u>2022</u>	<u>2021</u>
	% per annum	% per annum
Rate of Discount	<u>2.53</u>	<u>2.53</u>

17 Restricted Funds

The income funds of the charity include restricted funds. These were funds received where the donor

	Movement in Funds			
	Income	Resourced Expended	Transfers	Balance at 31 March 2022
	£	£	£	£
General Research Fund	166,472	-166,472	-	-
Oak Foundation Exit Strategy Fund	87,423	-87,423	-	-
Small Charities Challenge Fund	75,430	-75,430	-	-
	<u>329,325</u>	<u>-329,325</u>	<u>-</u>	<u>-</u>

General Research Fund

The General Research Fund comprises work with various consortia and foundations undertaking

Oak Foundation Exit Strategy Fund

The Oak Exit Strategy Fund is a grant received from the Oak Foundation for a programme to build the capacity of four Oak Foundation partners in Ethiopia to improve the likelihood of sustainability after the Oak foundation has exited from the partnership.

Small Charities Challenge Fund

The Small Charities Challenge fund is a grant from FCDO's Small Charities Challenge Fund to allow the

18 Unrestricted Funds

Movements on Unrestricted funds are as follows

	Movement in Funds				
	Balance at 31 March 2021	Income	Resourced Expended	Transfers	Balance at 31 March 2022
		£	£	£	£
General reserves	298,471	1,561,710	-1,549,438	-40,000	270,743
Tenant's Repairs	20,000		-20,000		
Remote First				40,000	40,000
	<u>318,471</u>	<u>1,561,710</u>	<u>-1,569,438</u>	<u>-</u>	<u>310,743</u>

The Remote First fund is a provision for singular costs associated with transferring to an entirely remote organisation, particularly IT infrastructure.

19 Grants to partner organisations

INTRAC is not a grant making organisation. However, there are occasions when we receive grants. During the year ended 31 March 2022 the following grants were made from restricted funds:

	<u>Year ended 31 March 2022</u>	<u>2021</u>
	£	£
<i>a) General Research Fund</i>		
Sub-award payments to implementation partners		
- CDA Colaborative, USA	20,325	75,678
Working with INTRAC as a learning partner		
- Small grants of \$2,000 each to five local consulting partners		7,862
To research and develop thoughts on best ways of		
<i>b) Oak Foundation Exit Strategy Fund</i>		
AGAR, Ethiopia	49,848	77
Funding to cover co-ordination of in-country delivery of capacity building support to specific partners of the Oak Foundation		
	<u>70,173</u>	<u>83,617</u>

20 Operating lease commitments

Minimum amounts due under no cancellable contracts

	<u>Year ended 31 March 2022</u>	<u>2021</u>
	£	£
Not later than one year	17,863	40,000
More than one year but less than 5 years	1,629	17,863
	<u>19,492</u>	<u>57,863</u>

The current lease for the property was renegotiated on 11 September 2020 for further 5 years with a rent review and optional break clause after 2 years. The break clause was activated to end the lease on 10 September 2022.

21 Related party transactions

During the year ended 31 March 2019, Yvonne Taylor, trustee was appointed as Trustee. Her partner is engaged as an associate consultant for INTRAC. This engagement was in place prior to the appointment of the trustee. The associate is remunerated on the same basis as other INTRAC associates. Transactions with the associate, post the appointment of their partner as a Trustee, were as follows:

	Year ended 31 March 2022	2021
	£	£
Total invoiced in year	52,132	50,822
Unsettled invoices appearing in trade creditors at 31 March	3,500	-

During the year ended 31 March 2020 one trustee, Philip Vernon, was engaged to work as an external consultant. The contract was reviewed and agreed by the Board in accordance with INTRAC's Articles of Association and undertaken at normal organisational rates. Amounts involved were as follows.

Philip Vernon's term as trustee ended in December 2020.

All payments were prior to this date.

	Year ended 31 March 2022	2021
	£	£
Total invoiced in year	-	18,450
Unsettled invoices appearing in trade creditors at 31 March	-	-

No figure necessary for 2022 as he was no longer a trustee in the year.

22 Cash generated from operations

	Year ended 31 March 2022	2021
	£	£
<i>Surplus for the year</i>	-7,728	-85,816
<i>Adjustments for:</i>		
Investment income recognised in statement of financial activities	-17	-170
Unrealised gain on pension liability		-
Depreciation and impairment of tangible fixed assets	6,947	4,388
Difference between pension charge and cash contributions	-10,001	-7,307
<i>Movements in working capital</i>		
Decrease in stocks	52	-
(Increase)/decrease in debtors	-86,432	81,191
(Decrease)/increase in creditors	-17,941	65,510
(Decrease)/increase in deferred income	639	-64,859
Cash generated from/(absorbed by) operations	-114,481	-7,063

23 Balance Sheet by Fund Category

	Year ending 31 March 2022		
	Unrestricted	Restricted	Total
	Funds	Funds	
	£	£	£
Tangible fixed assets	9,186	-	9,186
Current assets	652,670	21,257	673,927
Creditors: amounts falling due within 1 year	-321,591	-21,257	-342,848
Provisions/pensions	-29,522	-	-29,522
Net assets	<u>310,743</u>	<u>-</u>	<u>310,743</u>

	Year ending 31 March 2021		
	Unrestricted	Restricted	Total
	Funds	Funds	
	£	£	£
Tangible fixed assets	10,169	-	10,169
Current assets	645,111	62,864	707,975
Creditors: amounts falling due within 1 year	-297,285	-62,864	-360,149
Provisions/pensions	-39,523	-	-39,523
Net assets	<u>318,472</u>	<u>-</u>	<u>318,472</u>