

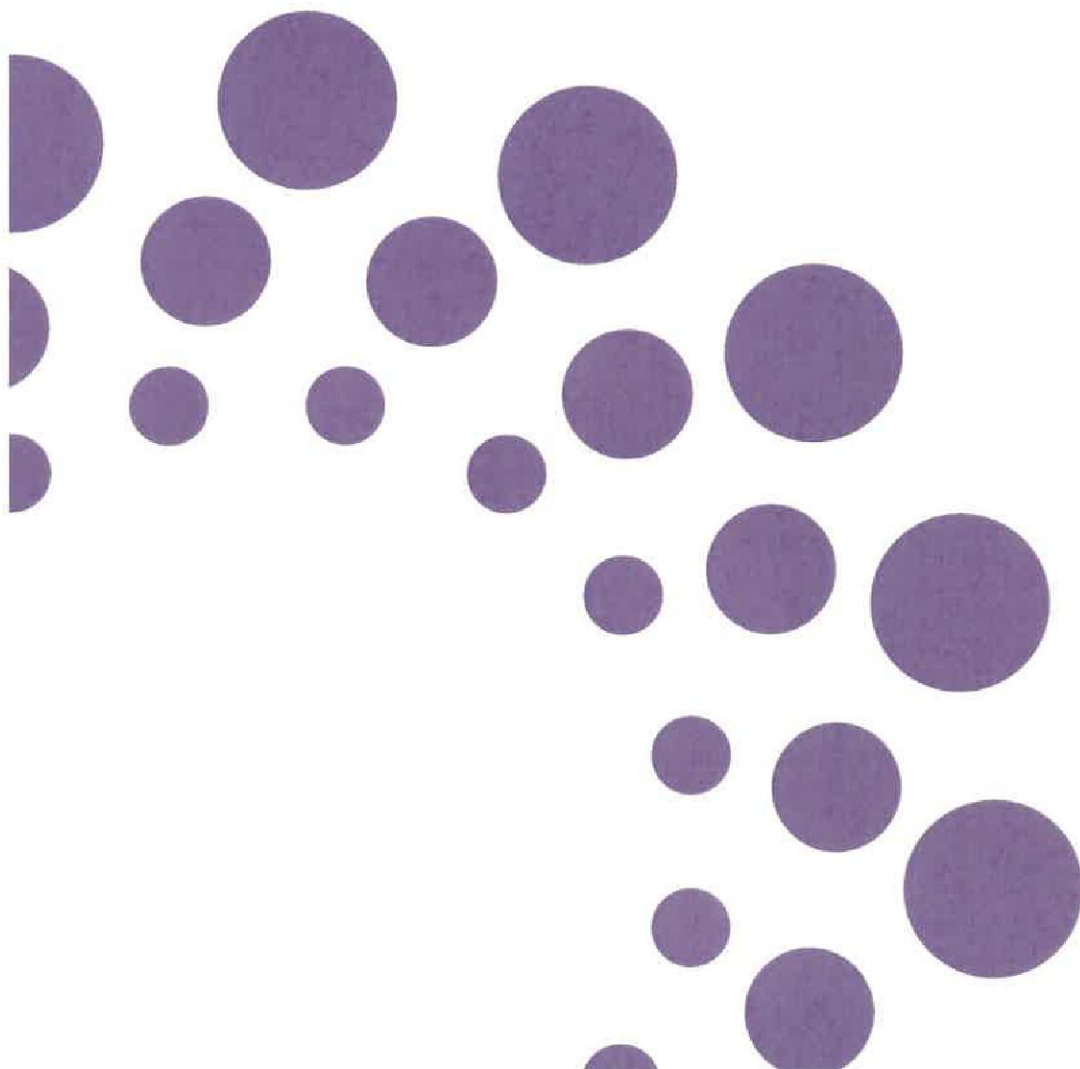
International Non-Governmental  
Organisation Training and Research  
Centre ("INTRAC")



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# Trustees' Report and Accounts

Year Ending March 31, 2021



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## Legal and administrative information

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

The Financial Statements for the year ended 31 March 2021 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."

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

2020-21 was a deeply challenging year, both for individuals and for organisations. However, looking back at the way civil society changed and adapted to the unprecedented pressure of COVID-19 gives us hope and inspiration.

At INTRAC, we know that civil society plays a critical role in positive change. The #shiftthepower and Black Lives Matter movements have rightly asked difficult questions about development practice, and are an opportunity to enhance legitimacy and effectiveness.

We are proud to have done what we can to support civil society during this difficult period. Through our consultancy and training work we have shared strategies and best practice that help our partners to increase their impact. Over the course of the last twelve months, we provided support in 63 countries, with 46 clients and partners, on 51 assignments. In 15 of these local consultants played a key role and this is something that we intend to increase in the coming years.

INTRAC's long and positive experience with online learning set us in good stead to move completely to remote approaches. It created an opportunity to provide access to a wider range of participants. In total we trained representatives of 87 organisations, and 98 countries were represented by our diverse cohorts. 36% of participants were from the global South.

INTRAC staff and members of our network have demonstrated their adaptability too, engaging and supporting partners and clients on a remote working basis. We have focused on capacity strengthening through analysis, tools, consultancies, and a new course. We have also continued and deepened our longstanding relationship with Oak Foundation, as we provide strategic accompaniment to their capacity strengthening unit.

We have provided support to a number of large programmes, including The Development Alternative (TDA) and working with Action for Migrants: Route-based Assistance (AMIRA). Research undertaken with Laudes Foundation on flexible funding mechanisms has shown that ....

INTRAC resources were downloaded over 34,000 times, supported by a strong social media showing in which our tweets were seen over 200,000 times and our LinkedIn following exceeded 4,000 for the first time, with many followers in the global South.

We welcomed several new staff who joined over the past year. We also said farewell to our Chief Executive, Jim Emerson, in December 2020, and Peter Sargent joined as interim Chief Executive in January 2021.

It has been a challenging year financially for INTRAC and we experienced a deficit as we streamlined activities and invested in changes in our delivery model. Even with this financial result, our reserves position remains relatively strong for our scale of operation.

In January 2021 we launched a organisational review plans for strengthening INTRAC's own organisational effectiveness and efficiency which will be implemented into next year. This will ensure that INTRAC clarifies its role in the new context, ensuring our added value to the sector over the years to come.

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.

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## 2 OUR MISSION

INTRAC's mission is to strengthen and support the capacity, engagement, and effectiveness of civil society, especially in the global South - in order to change societies for the better.

Our aims:

- **To help organisations develop and grow.** We provide services which actively strengthen civil society, and we accompany organisations as they develop and strive to achieve their goals.
- **To support learning and adaptation.** We promote the gathering and use of information to ensure quality, accountability, and evidence-based decision-making. We listen, facilitate learning, and share knowledge and insights.
- **To influence and inspire.** We champion policy, practices, and learning that enable civil society to operate freely.

### 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 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.

### 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.

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## 3. HOW WE DELIVER OUR MISSION

In 2020-21, we structured our work around three strategic priorities:

**Increasing access for civil society actors to support services in the global South.** Through our work we strive to enable civil society actors to get high-quality and relevant support to improve their organisational resilience and health, increase their effectiveness, strengthen their leadership, and demonstrate integrity and accountability. Working more with our diverse network of non-staff consultants based in the global South and expanding our training offer were key ways for addressing this priority.

**Supporting INGOs and funders to examine and adapt** their strategies, accountability mechanisms, funding policies, power distribution, and governance structures to build equitable relationships with and increase the agency and voice of civil society in the global South. We set out to expand our proactive engagement with foundations, donors and INGOs through capacity strengthening programmes and monitoring and evaluation activities.

**Facilitating cooperation and exchange to influence policies.** We sought to do this by bringing to the fore local knowledge, agency and leadership, and by sharing evidence and insights from practice. We aimed to engage with emerging thinking on what organisations of the future would look like.

We set these objectives for ourselves against a backdrop of interconnected global challenges related to climate change, social inequality, geopolitical flux and the emerging effects of the COVID-19 pandemic. While much changed in our ways of working, in everything that we did we held to our core beliefs and principles, promoting participation and collaboration, providing impartial advice based on practical experience and grounded in evidence, and always putting the interests of an independent civil society first.

The following pages offer highlights of our activities.

### INTRAC in 2020-21 at a glance

- 16 countries worked in - 63 including multi-country programmes
- 13 in-house training courses delivered, plus 8 open scheduled courses
- 46 unique clients provided with consultancy or in-house training support
- 51 distinct consultancies undertaken, excluding training courses
- 15 consultancies were undertaken in part by local consultants in the global South

### Going virtual

2020-21 threw up unprecedented challenges, but also opportunities. We had to rapidly adjust our ways of working, closing the INTRAC office and setting up new and existing staff to work from home. We had to cancel all face-to-face training and cancel all travel. We had to find alternative ways to work directly with partners and clients on organisational development programmes. We had to explore how to gather data from multiple locations for evaluations at a distance.

In addition to changing our own ways of working, INTRAC was also able to help other organisations strengthen their own digital skills. In February and March of 2021, an INTRAC team undertook a review of work by the British Council to adapt 19 of their programmes to digital methods. INTRAC also took part in an online event in August 2020, in which Community World Service Asia (CWSA) sought to share knowledge of remote monitoring techniques.

## Going virtual: challenges and opportunities

### *Shifting to remote working*

With the INTRAC office closed we had to swiftly adjust to remote working, building on our prior experience with online collaboration tools such as Mural, and setting up new online systems for internal work. We also took important steps to continue key parts of our external engagements, such as moving our current training courses online and co-designing new courses. We have led a series of digital workshops with staff, network consultants and partners on the impacts of the pandemic to different contexts and organisations, and what our next steps should be. We have also engaged on the pertinent topic of responsible exit and transition for INGOs.

### *Alternative ways of gathering data*

Lockdowns and grounded flights have been a common feature of the past 12 months, resulting in significant obstacles for much of our international work. As part of our evaluation of the Change the Game Academy programme, our researchers based in Burkina Faso and Kenya had to adapt to the challenge. In Kenya, local consultants William and Beryl managed to complete their interviews and meetings ahead of schedule, noting that interviewees were easier to pin down as most were working from home. However, they reflected that overreliance on online platforms like Zoom excludes the most marginalized voices, an important learning that has been echoed by many of our team across other projects.

## **The lessons we've learned**

Beyond the effects of the COVID-19 pandemic, we also had to face up to difficulties in programmes and relationships, as well as coping with types of funding that differ to the norm.

As the impact of COVID-19 hit, budgets were cut on some of the programmes and initiatives we were working on. A research grant from a foundation was cut at the last minute. Decision-making on the capacity strengthening grant for the Small Charities Challenge Fund was delayed. We had to revise our budgets for the AMiRA programme and The Development Alternative to accommodate cuts to the financial envelope. We were unable to identify sources of potential funding for proactive initiatives we were developing with CWSA and AGNA. All of this put pressure on INTRAC's financial systems and staff assigned to these projects as we responded to requests for budget revisions by rethinking methods and approaches; and as faced the disappointment of putting good ideas on hold.

### **Sometimes ending a partnership is the right thing to do**

Our annual review is a space to highlight the things that have gone well, that have enabled INTRAC to achieve its objectives. However, not everything works out as we would hope. In 2020-21 we started work on a five-year initiative with the Aga Khan Foundation (AKF), funded by USAID, called Local Impact. INTRAC [and its consortium partner CDA] received a sub-award as the Global Learning Partner with a remit to support monitoring, evaluation, research and learning (MERL) at global level and in three countries in Central Asia.

We faced obstacles, however. As we advanced with the design and implementation of activities to support the MERL system, it became clear that the approach to learning promoted by the INTRAC-led consortium was not aligned with the approach to learning that AKF envisaged. We agreed to disagree and dissolved the partnership, winding up our work in May 2021. There was valuable learning to gain from this experience which INTRAC will build into future initiatives.

### **Communicating learning and best practice**

The INTRAC website is a resource with a global reach – in the South, it has a particularly strong base of users in Nigeria, India, Kenya, the Philippines and Tanzania. In total, the website received over 230,000 pageviews during 2020-21. In addition to updates on the work of INTRAC, it provides practical advice and shares knowledge and examples of best practice.

Over the course of the year, INTRAC published 15 blog posts which covered topics including responsible exit, remote evaluation, organisational development, and adapting to the context of COVID-19. We have also published four reports and papers, including Praxis Series Paper No. 11, which focuses on a global Theory of Change process undertaken by the Mothers' Union (MU). These publications continue INTRAC's tradition of knowledge products rooted in experience and made available to all. During the year, INTRAC resources were downloaded over 34,000 times.

INTRAC uses social media to share our materials and those of our partners and likeminded groups. During the year, our tweets were seen over 200,000 times and our LinkedIn following increased by a fifth to exceed 4,000 for the first time.

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## 4. HIGHLIGHTS OF 2020-21: ACCESS

### **Increasing access to civil society support services in the global south**

In order to achieve our mission, INTRAC works to support civil society organisations – particularly in the global South – in every way we can. Through promoting their increased access to high-quality support services, we assist CSOs to become more robust, sustainable, and better able to achieve their own goals in their local environments.

In 2020-21, this support took on a number of forms. We further developed our programme of training – including both open courses and bespoke, in-house trainings tailored to an organisation’s particular needs. We launched two new open courses, one focusing on partner capacity strengthening and the other on monitoring and evaluation systems. We continued to offer a bursary programme to expand access to our training courses to individuals and organisations who would not otherwise be able to take part.

Additionally, we sought to expand our network of consultants, helping to shift the power in development processes by making drawing on the skills of a broad and diverse group based around the world, especially in the global South. We built upon and enhanced the services we offer in the area of organisational development (OD), with an emphasis on topics like resilience, adaptive management, accountability, and partner capacity strengthening. With funding from the David and Lucile Packard Foundation, we have convened capacity strengthening practitioners to explore the challenges and opportunities presented by COVID-19, and we have advised on a capacity building programme for partners of the Oak Foundation in Ethiopia.

### **Continuing our strategic support to the Oak Foundation capacity strengthening unit**

We have continued our strategic accompaniment to the Oak Foundation’s capacity strengthening unit as they have had to adjust to the realities of COVID-19 and further shift the power to the Global South. We have continued our mentoring and training of Oak staff, and helped Oak create their own ‘Capacity Building Universe’ as an internal resource for their programme staff. Most significantly in this last year we have begun the participatory co-design of an online training programme for a cohort of their national grant-making intermediaries in Mexico, Guatemala, Brazil, Uganda, Switzerland, USA, the Czech Republic, Serbia, and Bulgaria.

### **INTRAC training: how we are broadening access to skills for civil society**

In 2020-21, it was crucial to INTRAC that we provided the broadest possible access to skills development during the pandemic. To achieve this we adjusted and strengthened our online offer to increase access to training while travel was restricted and took advantage of the learning opportunities presented by online facilitation.

We expanded our online training offer with new courses, and ran existing courses more frequently. Rather than simply looking to transfer face-to-face capacity development into the online environment, INTRAC maximised the opportunities that self-paced and facilitated online experiences offer participants in their learning journey. Having offered online training since 2012, INTRAC was able to draw on rich experience in this area.

We have supported organisations like Médecins Sans Frontières, Danish Youth Council, British Council and International Rescue Committee with capacity development support on a range of topics such as Theory of Change, Outcoming Harvesting, embedding MEAL in the programme teams, Citizen Engagement and cultivating Communities of Practice within organisations.

#### **INTRAC training in 2020-21 at a glance**

- **163** civil society professionals training in scheduled online courses of which 36% came from the global South
- **8.5 out of 10** average participant satisfaction score for INTRAC's courses
- **87** unique organisations represented in our scheduled training
- **98** countries represented in our diverse training cohorts.

We want to do more to reach organisations in the global South. We plan to launch a new fully funded scholarship programme in 2021-22 targeted at organisations based in [any of the least developed countries](#) listed by the OECD Development Assistance Committee to ensure that financial resources aren't a barrier to accessing high quality training.

### **INTRAC's new Partner Capacity Strengthening (PCS) course**

Beginning in June 2020, INTRAC ran its new Partner Capacity Strengthening (PCS) course for the first time. The six-week online course, led by member of our network Catherine Squire and staff consultant in organisational development Lucy Morris, aimed to help inspire more effective and equitable capacity strengthening and organisational change support to partner organisations, including when working remotely.

Key skills covered in the course included assessment of a partner's needs, how to increase partner ownership of the process, recognizing power dynamics, identifying capacity strengthening tools and approaches, anticipating and overcoming challenges, and more. The course was very well attended, with an active and diverse cohort. Considering learning from the first run, the course will be offered regularly from 2021-22, to further expand the sector's skills in partner capacity strengthening by using interactive and engaging methods.

"Very useful, even for experts: it helps reorganizing your mind map, and rethinking of what you do all the time and the way you do it. It would be excellent for whom ever working with partners, even if not directly on capacity building/sharing: it will help enhancing culture shifting towards how we partner and why we partner with our partners." - KF from Syria/Jordan, Participant June 2020

### **Strengthening Small Organisations with Big Ambitions**

Following a delay due to COVID-19, INTRAC launched its new programme **Strengthening Small Organisations with Big Ambitions** in early 2021. Funded by UK aid from the British people, the programme is a part of the larger Small Charities Challenge Fund (SCCF) which aims to build the capacity of small UK organisations working in international development.

For INTRAC, the Big Ambitions project represents an exciting opportunity to offer our support to small organisations who would not normally be able to access it. The project takes the form of a free programme of online training, mentoring and open-access resources. The focus topics were decided upon together in a co-creation process with the participating small organisations, and include partner capacity strengthening, monitoring, evaluation and learning, and advocacy strategy. INTRAC's ambition for the programme is that participants will be able to increase the impact of their activities with communities and CSOs tackling poverty, social exclusion, and climate change.

#### **What organisations had to say of the co-creation process so far:**

"It was a useful & important exercise for participating organisations to feed into the process."  
"It has been lovely to be part of such a collaborative and thoughtful process."

2021-22 will see the implementation of support activities so will be excited to report back in next years annual review to update on how things have progressed.

## Strategy and partnerships

During the year INTRAC took up opportunities to explore the provision of capacity strengthening support to civil society organisations in the global South. These discussion and research projects allowed INTRAC to bring together views and evidence from around the sector, and to add to the knowledge of the civil society support environment – particularly under the unprecedented pressure of COVID-19.

### Exploring capacity strengthening under COVID-19

In 2020, INTRAC convened organisational development experts from a range of organisations and contexts. This project, supported by the David & Lucile Packard Foundation, explored capacity strengthening during COVID-19 and the effect of the pandemic on civil society. We held discussions between practitioners based in Ethiopia, India, Indonesia, Mexico, Canada, and the UK and produced several publications which are now accessible to all.

Based on discussions held in April and July 2020, Rick James wrote the paper [“Cultivating capacity amidst COVID-19”](#), which outlined common challenges to providers, opportunities for action, and the changing emphases of capacity strengthening. Following a third discussion in September 2020, INTRAC published a discussion paper, [“Global perspectives on decolonising capacity strengthening”](#). As the Black Lives Matter protests generated debate about diversity, equity and inclusion in all walks of life, the group explored their ideas on what decolonising capacity strengthening meant in their work.

### Conducting a landscape analysis of CSO capacity strengthening efforts in the global South

The Ford Foundation commissioned INTRAC to conduct a landscape analysis of capacity strengthening efforts in Africa (Ghana, Nigeria, Kenya, South Africa and Tunisia), Asia (India, Indonesia, Jordan, Lebanon) and Latin America (Brazil, Colombia, Mexico and Peru). INTRAC carried out this work between December 2020 and February 2021.

The research was based on a literature review and 72 in-depth semi-structured interviews with resource organisations, CSOs, donors, the Ford Foundation and other key informants in Africa, Asia and Latin America and a review of academic and grey literature. The landscape analysis [was published in February 2021](#) and contained a number of key recommendations, including that donors in the global North need to re-conceptualise their relationships with resource organisations and CSOs in the global South by “recognising them as co-creators and stakeholders with knowledge and expertise.”

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## 5 HIGHLIGHTS OF 2020-21: AGENCY

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

International non-governmental organisations (INGOs) are a critical part of the development infrastructure with a large effect on the capacities and scope of action for CSOs in the global South. As part of our mission, INTRAC has this year 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.

During 2020-21, INTRAC has worked with a wide range of INGOs and funders. We have provided support to a number of large programmes, including evaluation support to The Development Alternative (TDA) and working with Action for Migrants: Route-based Assistance (AMiRA) as a learning partner. Other highlights have included the continuation of our work on capacity strengthening with Oak Foundation, research undertaken with Laudes Foundation on flexible funding mechanisms, and providing Ambrela – the Slovak NGO network – with training on adaptive management for its members.

#### **Embedding best practice, including through support to large programmes**

A significant feature of the past year for INTRAC is our involvement in working with a number of large, complex programmes of civil society support – some of them new, some ongoing. For INTRAC, these opportunities to be embedded within a programme represent a chance to promote the development and use of best practice in fields like monitoring and evaluation, learning, and capacity strengthening.

#### **Evaluation support to The Development Alternative (TDA)**

The Development Alternative (TDA) consortium (Restless Development, INTRAC, Y-Care, War Child, Integrity Action, Accountable Now, DOT Lebanon), implemented youth-led accountability mechanisms in Uganda and Madagascar as well as developing a global network of youth-led civil society. INTRAC supported the consortium by implementing a developmental evaluation to capture learning and adapt the programme strategy in response.

The programme successfully navigated COVID-19 lockdowns and in-year budget reductions, while evaluation work led by INTRAC pointed to promising results. In February INTRAC led a successful strategy review process looking at learnings from phase I informing the design of Phase II. However, we were saddened to hear in May 2021 that it will be one of the many programmes affected by cuts to UK Aid Connect, and Phase II will not continue as planned. INTRAC will draw upon our expertise on programme exit and sustainability to support the TDA consortium members to withdraw in a responsible manner. Particularly relevant is [our 2020 blog series on sustainable exit](#) in light of the COVID-19 pandemic.

### Learning support for Action for Migrants: Route-based Assistance Programme (AMiRA)

The AMiRA programme began in 2018 with the aim of providing support to vulnerable migrants across Niger, Burkina Faso, Guinea, Mali, Sudan, and Egypt. As a part of the AMiRA collaboration, INTRAC provided learning support from its inception until its ending in March 2021. During the final year of the programme, INTRAC worked to consolidate all of the learning from the programme. This involved a final regional learning event in December 2020, which was held online. A major focus of discussions was on what we had learned about designing and implementing a complex, multi-country programme for migrants on the move; a multi-faceted programme that not only caters for the needs of migrants themselves, but also strengthens the eco-system around the migrants.

This learning from AMiRA is feeding into the development of the [humanitarian service point model](#). Additionally, INTRAC created a series of final learning outputs focusing on topics like volunteers, social cohesion, and adjusting to changes in local context. These will be [made available on the migration website](#) of the International Federation of Red Cross and Red Crescent Societies (IFRC).

### Monitoring, Evaluation and Learning support to work on independent media in the Western Balkans

During 2020-21, INTRAC has continued to act as the monitoring, evaluation, and learning (MEL) partner for the consortium implementing Media for All: Supporting Greater Media Independence in the Western Balkans. This is a project funded by the UK Foreign, Commonwealth and Development Office (FCDO) which aims to build citizens' trust in and engagement with more independent, financially sustainable, local media in the region. The initiative is working with 85 mainly local media outlets in six countries – Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia.

In addition to embedding good monitoring and evaluation practice within the programme, INTRAC is also working on its large learning component. This has included research into the impact of COVID-19 on women journalists in the region. The project will continue until June 2022.

### Working with Laudes Foundation to explore the flexible funding provided by core grants

In April 2021, INTRAC and Laudes Foundation co-published the paper, [“Core grants: the long and winding road to transformative funding”](#). Written by INTRAC Principal Consultant Rod MacLeod, the paper serves as the culmination of a research project undertaken by Rod in 2020-21. The research focused on core grants, which are highly flexible funding arrangements intended to be spent in the way the recipient decides.

The research project and resulting paper examine the advantages and disadvantages of core grants, both for funders and civil society organisations. It comes to a clear conclusion that core grants, if properly employed, can have a transformative effect on civil society organisations. It is hoped that this piece of work will promote understanding and the best possible use of core grants, as this funding mechanism rises up the sector's agenda.

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## 6 HIGHLIGHTS OF 2020-21: INFLUENCING

### Facilitating exchange and contributing to policies

In the past year INTRAC has continued its work to help move the civil society sector forwards through facilitating exchange and contributing to policies. Our staff have taken part in online discussions including through the Bond Partnership Approaches group and a webinar on remote monitoring techniques with Community World Service Asia (CWSA) in August 2020.

Through our publications, we have sought to promote dialogue and exchange on key topics of relevance to civil society. This has included an extensive blog series on responsible exit in the light of COVID-19, a further expansion of our M&E Universe resource, and a new entry in our long-running Praxis Series of papers focusing on Theory of Change. At the end of 2020, INTRAC's editorship of the *Development in Practice* journal came to an end, but we pass it on to its new editors confident in its progress during our ten years in the role.

#### Influencing policies

INTRAC seeks to identify opportunities to influence civil policies and programmes, to promote the development of a strong, resilient civil society sector. A key way we seek to do this is through our work on evaluations, in which we use our expertise to help organisations gauge the effectiveness of their work, and encourage decision-makers to make continual improvements to civil society support methods.

#### Completing three evaluations within the Dialogue and Dissent framework

The Dialogue and Dissent programme (2016 – 2020) was an initiative of the Dutch Ministry of Foreign Affairs (MOFA) which aims to strengthen the capacity of civil society organisations in the area of lobbying and advocacy. It comprised 25 strategic partnerships. During 2020-21, INTRAC was commissioned to undertake separate evaluations of three of these partnerships:

- The “Voice for Change” Programme implemented by SNV and IPFRI
- The “Sector Partnerships” Programme implemented by Rainforest Alliance
- The “Freedom from Fear” Strategic Partnership implemented by PAX and Amnesty International

For INTRAC, the key lesson arising from the evaluations was the important role that lobbying and advocacy play in successful development processes. Through involvement with these three evaluations INTRAC has made a significant contribution to the overall learning from the Dialogue and Dissent programme which MoFA and their partners will draw on as they continue their work to support the strengthening of civil society.

## Publications and knowledge sharing

As part of its commitment to sharing knowledge and best practice within the civil society space, in 2020-21 INTRAC continued to produce and share a number of publications rooted in experience.

### Continuing to expand the M&E Universe

The M&E Universe is a free, online repository of short papers focusing on a vast range of topics related to monitoring and evaluation and written primarily by Nigel Simister. Since its initial launch in May 2019, the Universe has been a key element of INTRAC's efforts to promote best practice and learning in the M&E field. In the last year we have launched two new batches of papers focusing on M&E of advocacy work (in July 2020) and on M&E of capacity strengthening (in January 2021). During the year the Universe had over 44,000 pageviews.

What makes the M&E Universe special is its comprehensiveness, its having been designed specifically for civil society, and its deep roots in practice. There is now a total of **113** freely accessible papers in the Universe, with further entries to come in 2021-22.

### Closing out our editorship of *Development in Practice*

At the end of 2020, the INTRAC editorship of *Development in Practice* came to a close. One of the world's best-known journals in the field of international development practice, *Development in Practice* had been run by INTRAC since 2010. In that time, we oversaw a large increase in the journal's readership and reach, achieving around 250,000 article downloads per year. In recent years the journal published around 100 articles per year and around 40% of its audience is based in the global South.

INTRAC has been particularly proud to increase the proportion of the journal's contributors and editors from the global South to just under 50%. During the ten years of our editorship, INTRAC has also overseen a number of special issues focusing on important and sometimes neglected topics such as religion and development, civil society sustainability, and public-private partnerships. Beginning in 2021, the editorship of *Development in Practice* is now held by the Development Studies Association of Australia (DSAA).

### Sharing discussion of responsible exit in a major blog series

Between July and December 2020, INTRAC published a series of eight blogs focusing on the subject of responsible exit. This series was initiated, in part, due to the expected severe financial impact of COVID-19 on civil society organisations. Contributed partly by INTRAC staff in the UK and partly by members of our network based in Ethiopia, Ghana, and Indonesia, the series covers a wide range of topics. These include organisational values in exit, exit planning, and a summary of the existing literature on responsible exit. This work forms a part of INTRAC's ongoing focus on responsible exit processes which began in 2012 and has involved research, publications, post-exit evaluations, and direct capacity support to exit processes.

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## 7 STRATEGIC AIMS AND PRIORITIES FOR 2021-22

INTRAC's activities and operational priorities for 2021-22 are guided by our values, mission, and strategic priorities. Our overarching strategic priorities are:

1. **Increase access for civil society actors to support services in the global South.**
2. **Support INGOs and funders to build equitable relationships with and increase the agency and voice of their partners in the South.**
3. **Facilitate cooperation and exchange to influence policy.**

Additionally, two key cross-cutting themes / questions have been highlighted to underpin action across all areas of the operational plan:

- **Diversity:** to what extent do we model diversity in our programme content, as well as our staff, network and trustee teams?
- **Shift the power:** what does this mean for INTRAC and how do we meaningfully contribute to this change?

Activities that we will undertake to contribute to these strategic priorities include:

- **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, but 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.
- Building primarily on existing connections and networks, **expand our proactive engagement with foundations, donor agencies and INGOs to influence their policies and practices** regarding civil society and to support them to develop the capacity and agency of local partners.
- **Continuing our work to reach, engage with and influence an even larger audience** with our publications, website, and the M&E Universe. We will use our platform to foster debate and exchange knowledge, including on debates such as localisation, diversity, beneficiary feedback and shifting the power.
- **Identify opportunities to influence civil society policies and programmes** by bringing lessons learned from our work to the attention of decision-makers (e.g. Dutch Ministry of Foreign Affairs, Danida, UK aid) and other practitioner groups.

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## 8 FINANCIAL PERFORMANCE

### **Results for the year**

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

This considered to be a satisfactory result given the uncertainties faced in the year due to the COVID-19 pandemic and the transition to remote working. Other factors contributing to the deficit include one of costs associated with ending our editorship of Development in Practice and exchange losses arising on contracts denominated in non-sterling currencies.

The effects of these events were partly mitigated by the success of our move to completely on-line delivery of our schedule of courses and managing to increase the number of participants on courses without compromising on the quality of the training provided.

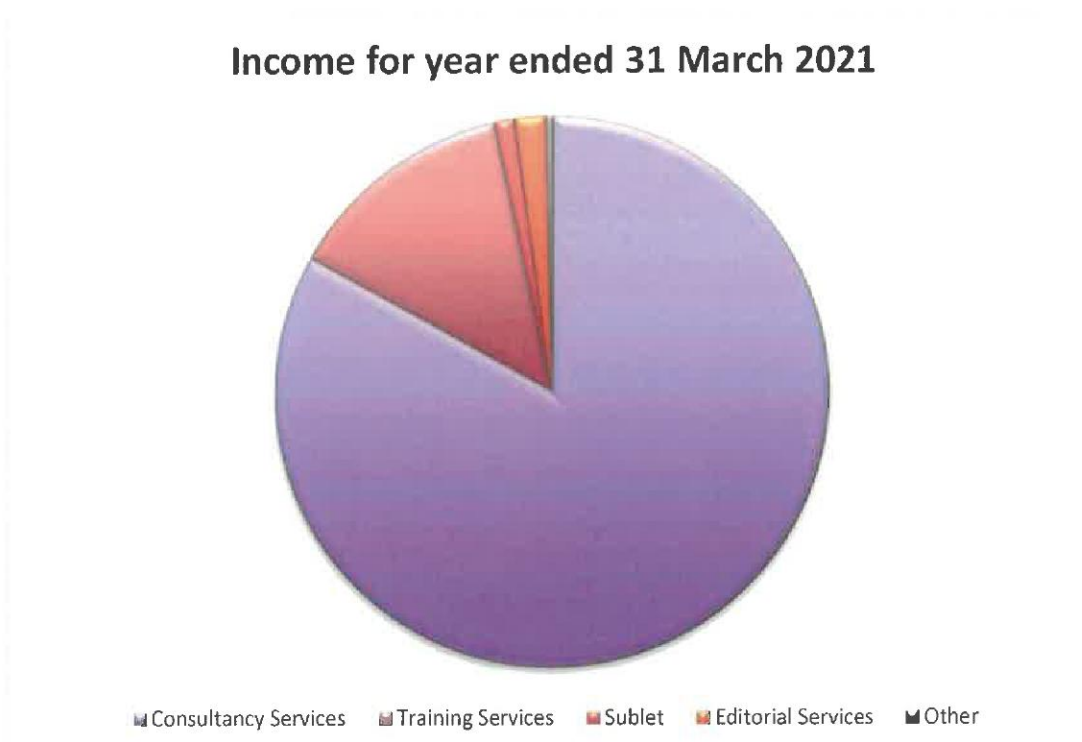
## Income

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 (£1,315,125 = 83%, 2020: £1,245,428 = 74%) and training services (£214,864 = 14%, 2020: £363,786 = 22%) – see Figure 2.

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

The Reduction in income from trainings services reflects the move to on-line training, meaning that the cost of courses no-longer needed to include costs of venue and participant accommodation.

Our income for the year ended 31 March 2021 was £1,583,602 (2020: £1,688,776).

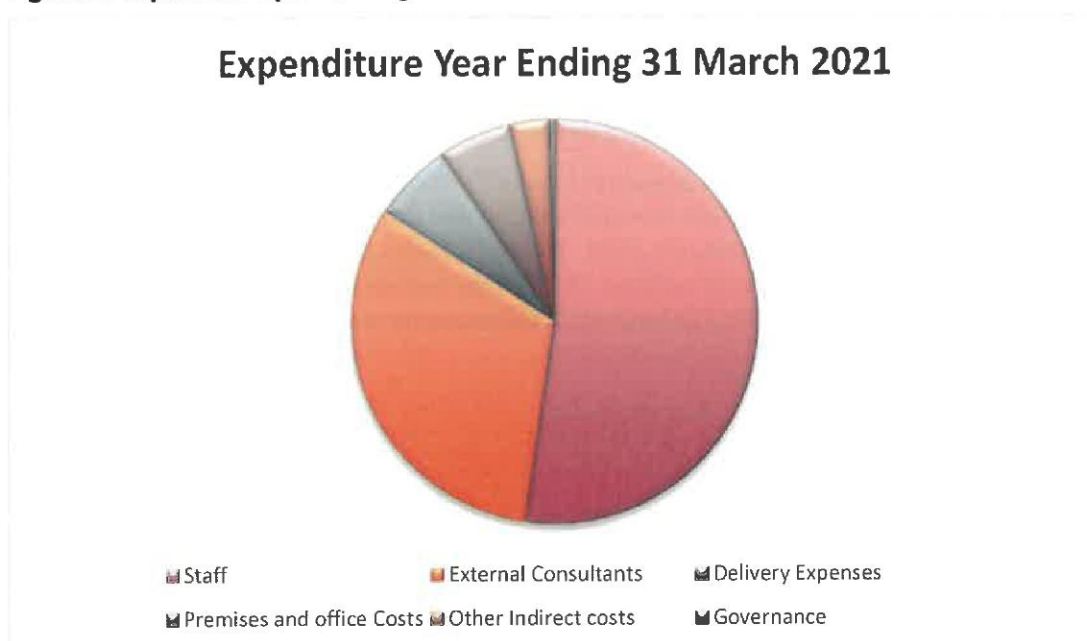


**Figure 1: Income year ended 31 March 2021**

## 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% (2020: 80%) of our costs. Our direct service delivery costs include travelling, hiring venues and developing materials and systems to deliver programmes for our clients (see Figure 2). This accounted for a further 6% (2020: 11%) of our costs. The reduction in these costs reflects the transition to remote delivery with less travel and no venue and participant accommodation costs for our scheduled course delivery.

**Figure 2: Expenditure year ending 31 March 2021**



## 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 forex 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 these requirements reserves should be held in the range of 8-13 weeks of current expenditure. This is equivalent to a range of between £250,000 and £400,000.

At 31 March 2021 INTRAC held unrestricted funds of £318,471 (equivalent to around 10 weeks of recurrent expenditure). Of this £20,000 has been designated to cover the potential costs of exiting the current office lease.

## Going Concern

The trustees have considered the appropriateness of preparing the accounts on a going concern basis. As set out above, while a deficit was achieved in the year, the charity's reserves levels

continue to be within the necessary range to satisfy the reserves policy and a number of the key variables that resulting the deficit are viewed as one offs.

The trustees have agreed a breakeven budget for the current 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.

The scheme undertakes actuarial revaluations every 3 years. The last revaluation took place in September 2017. The last valuation revealed a deficit and INTRAC is committed to making annual contributions, continuing until January 2025. The latest triennial revaluation was delayed due to COVID-19 and has not yet been completed. INTRAC has included a provision for these contributions in its accounts. At 31 March 2021 the provision stood at £39,523 (2020: £46,830).

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## 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. Carolyn Miller	Chair
2. Phil Vernon	Deputy Chair (retired December 2020)
3. Jonathan Orchard	Treasurer
4. Sam Bickersteth	Trustee
5. James Copestake	Trustee (retired December 2020)
6. Catriona Dejean	Trustee
7. Sheila Ochugboju	Trustee (retired March 2021)
8. Yvonne Taylor	Trustee
9. Sue Turrell	Trustee
10. Alexander Knapp	Trustee (appointed December 2020)

The current Chief Executive is 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:

- Impact of external factors on our ability to deliver our strategy including the on-going impact of Covid-19 and funding environment for many of our clients
- Developing a sustainable long term business model that supports our long term strategy and that is consistent with the 'shifting the power' and embraces diversity
- Maintaining a pipeline of new work that secures the charity's financial security in the medium term and beyond
- Attracting and retaining quality individuals in our staff team and associate network to deliver existing work and to support the business model transition.

A series of internal working groups are in place to work on specific projects to consider options for the future business model. 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 were agreed by the Board in accordance with our governing document. One contract was made under these arrangements in the last 2 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.

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## 10 STATEMENT OF TRUSTEES' RESPONSIBILITIES

### **FOR THE YEAR ENDED 31 MARCH 2021**

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.*



**C Miller (Chair)**

**Trustee**

Dated: 2<sup>nd</sup> December 2021

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## 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 2021 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 2021, 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**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; 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 (Senior Statutory Auditor)

For and on behalf of Ross Brooke Limited

Statutory Auditor

Suite 1

Windrush Court

Abingdon Business Park

Oxfordshire

OX14 1SY

Date: 15/12/21

## 12 STATEMENT OF FINANCIAL ACTIVITIES

### STATEMENT OF FINANCIAL ACTIVITIES

		Year ending 31 March 2021			2020
		Unrestricted Funds £	Restricted Funds £	Total £	Total £
Notes					
<b>Income from</b>					
Donations and legacies	3	-	-	-	1,279
Charitable activities	4	1,099,758	459,396	1,559,154	1,648,004
Investments	5	166	4	170	1,822
Other	6	24,278	-	24,278	37,671
<b>Total Income</b>		<b>1,124,202</b>	<b>459,400</b>	<b>1,583,602</b>	<b>1,688,776</b>
<b>Expenditure on:</b>					
Charitable activities	7-11	1,210,018	459,400	1,669,418	1,669,814
<b>Net (outgoing)/incoming resources before transfers</b>					
		(85,816)	-	(85,816)	18,962
Gross transfers between funds	18	-	-	-	-
<b>Net movement in funds</b>					
		(85,816)	-	(85,816)	18,962
Total funds brought forward		404,287	-	404,287	385,325
<b>Total funds carried forward</b>		<b>318,471</b>	<b>-</b>	<b>318,471</b>	<b>404,287</b>

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.

The notes on pages 32 to 45 form part of these accounts.

## 13 STATEMENT OF FINANCIAL POSITION

	Notes	31 March 2021		31 March 2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	12		10,169		6,865
Current assets					
Stocks	13	1,223		1,223	
Debtors	14	308,062		389,253	
Cash at hand and in bank		<u>398,689</u>		<u>413,274</u>	
Total Current assets		707,974		803,750	
Liabilities					
Creditors: Amounts falling due within 1 year	15	<u>(360,149)</u>		<u>(359,498)</u>	
Net current assets			<u>347,825</u>		<u>444,252</u>
Total assets less current liabilities			357,994		451,117
Provision for liabilities	16		<u>(39,523)</u>		<u>(46,830)</u>
Total net assets			<u>318,471</u>		<u>404,287</u>
The funds of the charity					
Restricted funds	18		-		-
Unrestricted funds	19				
General reserves			298,471		404,287
Tenants Repair Reserves			<u>20,000</u>		
Total charity funds			<u>318,471</u>		<u>404,287</u>

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 2<sup>nd</sup> December 2021



.....  
C Miller (Chair)  
Trustee



.....  
J Orchard (Treasurer)  
Trustee

The notes on pages 32 to 46 form part of these accounts

**Company Registration No. 2663769**

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

## 14 STATEMENT OF CASH FLOWS

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	31 March 2021		31 March 2020	
		£	£	£	£
<b>Cash flows from operating activities:</b>					
Net cash provided by operating activities	23		(7,063)		74,381
<b>Cash flows from investing Activities</b>					
Interest received		170		1,822	
Purchase of equipment		(7,692)		(6,640)	
Net cash provided used in investing activities			(7,522)		(4,818)
<b>Net cash used in financing activities</b>					
			-		-
Change in cash and cash equivalents during the period			(14,585)		69,563
Cash and cash equivalents at the beginning of the year			413,274		343,711
Cash and cash equivalents at the end of the year			<u>398,689</u>		<u>413,274</u>

## 15 STATEMENT OF FINANCIAL ACTIVITIES PRIOR YEAR COMPARATORS

### STATEMENT OF FINANCIAL ACTIVITIES PRIOR YEAR COMPARATORS

		<u>Year ending 31 March 2020</u>		
		Unrestricted Funds £	Restricted Funds £	Total £
<b>Notes</b>				
<b><u>Income from</u></b>				
Donations and legacies	<b>3</b>	-	1,279	1,279
Charitable activities	<b>4</b>	1,357,264	290,740	1,648,004
Investments	<b>5</b>	1,822	-	1,822
Other	<b>6</b>	37,671	-	37,671
<b>Total Income</b>		<u>1,396,757</u>	<u>292,019</u>	<u>1,688,776</u>
<b><u>Expenditure on:</u></b>				
Charitable activities	<b>7-11</b>	<u>1,377,795</u>	<u>292,019</u>	<u>1,669,814</u>
<b>Net incoming resources before transfers</b>		18,962	-	18,962
Gross transfers between funds	<b>9,18</b>	-	-	-
<b>Net movement in funds</b>		<u>18,962</u>	<u>-</u>	<u>18,962</u>
Total funds brought forward		<u>385,325</u>	<u>-</u>	<u>385,325</u>
<b>Total funds carried forward</b>		<u>404,287</u>	<u>-</u>	<u>404,287</u>

## 16 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 14 where prepayments and accrued income includes £174,226 (2018: £166,703) of accrued income, and note 15 where the carrying value of deferred income is stated.

INTRAC Accounts for the year to 31 March 2021

**3 Donations and legacies**

	Year ended 31 March 2021			2020
	Unrestricted Funds	Restricted Funds	Total	Total
	£	£	£	£
Donations and Legacies	-	-	-	1,279
<b>For year ended 31 March 2020</b>				
Donations and Legacies	-	1,279		1,279

**4 Charitable activities**

	Year ended 31 March 2021				2020
	Research	Training	Consultancies	Total	Total
	£	£	£	£	£
Unrestricted funds	29,165	205,928	864,665	1,099,758	1,357,264
Restricted funds	450,460	8,936	-	459,396	290,740
Generated through charitable activities	479,625	214,864	864,665	1,559,154	1,648,004
<b>For year ended 31 March 2020</b>					
Unrestricted funds	38,971	363,786	954,507		1,357,264
Restricted funds	259,044	-	31,696		290,740
Generated through charitable activities	298,015	363,786	986,203		1,648,004

Included within income above is a decrease in deferred income of £64,859 (2020: £70,597). This comprises a decrease in deferred income on unrestricted funds of £48,707 (2020: £154,071) and an increase in deferred income on restricted funds of £16,152 (2020: increase £78,474).

The carrying value of deferred income is stated in note 15.

**5 Investments**

	Year ended 31 March 2021			2020
	Restricted Funds	Unrestricted Funds	Total	Total
	£	£	£	£
Interest receivable	4	166	170	1,822
<b>For year ended 31 March 2020</b>				
Interest receivable	-	1,822		1,822

**6 Other income**

	Year ended 31 March	
	Total	Total
	Unrestricted Funds	Unrestricted Funds
	£	£
Rental Income	18,329	37,671
Coronavirus Job Retention Grant	5,949	-
Total	24,278	37,671

**7 Charitable Expenditure**

	Year ended 31 March 2021				2020
	Research £	Training £	Consultancies £	Total £	Total £
Delivery staff costs	165,289	29,679	300,084	495,052	436,594
External consultants	85,321	71,735	353,898	510,954	504,845
Delivery expenses	9,692	2,233	9,730	21,655	161,029
Grants to partner organisations*	83,540	-	77	83,617	31,170
Service delivery cost	343,842	103,647	663,789	1,111,278	1,133,638
Service support staff costs	29,168	58,651	88,060	175,879	192,918
Total service costs	373,010	162,298	751,849	1,287,157	1,326,556
Share of support costs	44,666	60,008	270,346	375,020	333,853
Share of governance costs	1,810	789	4,642	7,241	9,405
	<u>419,486</u>	<u>223,095</u>	<u>1,026,837</u>	<u>1,669,418</u>	<u>1,669,814</u>
<b>Analysis by fund:</b>					
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	<u>419,486</u>	<u>223,095</u>	<u>1,026,837</u>	<u>1,669,418</u>	
<b>For year ended 31 March 2020</b>					
Unrestricted funds	88,169	289,980	999,646		1,377,795
Restricted funds	260,323	-	31,696		292,019
Generated through charitable activities	<u>348,492</u>	<u>289,980</u>	<u>1,031,342</u>		<u>1,669,814</u>

\*See note 20

See note 9 for details of restatement of prior year comparators.

**8 Support costs**

	Year ended 31 March 2021			2020
	Support Costs £	Governance Costs £	Total £	Total £
<u>Support costs</u>				
Staff costs	202,238	-	202,238	198,078
Consultants	22,000	-	22,000	-
Premises and office costs	98,388	-	98,388	115,619
Other costs	48,007	-	48,007	18,545
Depreciation	4,388	-	4,388	1,611
<u>Governance Costs</u>				
Audit	-	7,190	7,190	7,500
Accountancy	-	-	-	-
Compliance and constitutional costs	-	51	51	1,905
	<u>375,021</u>	<u>7,241</u>	<u>382,262</u>	<u>343,258</u>

Costs are allocated on the basis of staff time, weighted for relative salary of staff members as recorded in INTRAC's time management system. This is a change from the basis in prior years.

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.

See note 9 for details of restatement of prior year comparators.

**9 Restated Analysis of Charitable costs for year ended 31 March 2020**

Figures for the year ending 31 March 2020 have been revised to:

- a) split the staff costs into the costs of direct delivery and service support and management.
- b) improve the accuracy of allocation of payroll costs by weighting time to reflect relative salary levels.
- c) move overhead recovery on restricted funds into charitable expenditure rather than treating it as a transfer between funds

See note 8 for further details.

The tables below show the effects of these changes

	Staff costs for year ended 31 March 2020				Effect of Weighting Time £
	Previously Reported £	Revised		Total £	
		Service Delivery £	Service Support £		
Research	120,438	148,258	37,507	185,765	65,327
Training	75,506	27,860	35,033	62,893	(12,613)
Consultancies	333,456	260,476	120,378	380,854	47,398
Directly attributed staff costs	529,400	436,594	192,918	629,512	100,112
In Support costs (included in note 8)	298,190	-	-	198,078	(100,112)
<b>Total Staff Costs</b>	<b>827,590</b>	<b>436,594</b>	<b>192,918</b>	<b>827,590</b>	<b>-</b>

	Share of Support costs for year ended 31 March 2020			
	Research £	Training £	Consultancies £	Total £
As previously reported	98,726	61,894	273,345	433,965
Based on revised split of payroll costs	57,691	39,248	236,914	333,853
Difference due to revised payroll costs	(41,035)	(22,646)	(36,431)	(100,112)

Total difference is the change in staff costs attributed to organisational support activities

	Share of Governance costs for year ended 31 March 2020			
	Research £	Training £	Consultancies £	Total £
As previously reported	2,140	1,341	5,924	9,405
Based on revised split of payroll costs	1,625	1,106	6,674	9,405
Difference due to revised payroll costs	(515)	(235)	750	-

**Analysis by fund for Year ending 31 March 2020**

	Research £	Training £	Consultancies £	Total £
As previously reported				
Unrestricted funds	178,509	325,475	990,295	1,494,279
Restricted Funds	144,927	-	30,608	175,535
	<u>323,436</u>	<u>325,475</u>	<u>1,020,903</u>	<u>1,669,814</u>
<b>Revised</b>				
Unrestricted funds	88,169	289,980	999,646	1,377,795
Restricted Funds	260,323	-	31,696	292,019
	<u>348,492</u>	<u>289,980</u>	<u>1,031,342</u>	<u>1,669,814</u>
<b>Difference arising on change in treatment of overhead recovery</b>				
Unrestricted funds	(115,396)	-	(1,088)	(116,484)
Restricted Funds	115,396	-	1,088	116,484
<b>Difference arising on weighting of time to reflect individual salary costs</b>				
Unrestricted funds	25,056	(35,495)	10,439	-
Restricted Funds	-	-	-	-
	<u>25,056</u>	<u>(35,495)</u>	<u>10,439</u>	<u>-</u>

## 10 Trustees

During the year one trustee, Phil Vernon, was engaged as an external consultant. Further details of contract arrangements are given in note 22 on related party transactions. There were no similar contractual arrangements in the previous financial year. No trustees were reimbursed for travel expenses (2020: five trustees were reimbursed £1,077). All trustee meetings in the year ending 31 March 2021 were held on-line.

## 11 Employees

### Number of Employees

	2021	2020
	Number	Number
The average number of employees employed by the company during the year was		
Service Delivery	12	9
Service Management	2	3
Service Support	4	5
Total Operations	18	17
Administration	5	4
	<u>23</u>	<u>21</u>

### Employment Costs

	2021	2020
	£	£
Wages and salaries	774,196	732,396
Social security costs	65,133	64,015
Other pension costs	32,502	29,379
	<u>871,831</u>	<u>825,790</u>

Details of outstanding pension contributions are provided in Note 15.

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

	2021	2020
	Number	Number
Employees earning £60,001 to £70,000	<u>1</u>	<u>-</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

	2021	2020
	£	£
Salary	192,890	235,342
Pension	9,645	11,762
	<u>202,535</u>	<u>247,104</u>
Average FTE key management personnel	<u>4</u>	<u>4</u>

<b>12 Tangible Fixed Assets</b>	<b>Fixtures, fittings and equipment</b>	
	<b>£</b>	
<b>Cost</b>		
At 1 April 2020		41,536
Disposals		0
Additions		7,692
At 31 March 2021		<u>49,228</u>
<b>Depreciation and impairment</b>		
At 1 April 2020		34,671
Disposals		0
Depreciation charged in the year		4,388
At 31 March 2021		<u>39,059</u>
<b>Carrying amount</b>		
at 31 March 2021		<u>10,169</u>
at 31 March 2020		<u>6,865</u>
<b>13 Stocks</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Finished goods and goods for resales	<u>1,223</u>	<u>1,223</u>
<b>14 Debtors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade debtors	76,158	178,900
Prepayments and accrued income	231,904	208,993
Other debtors	-	1,360
	<u>308,062</u>	<u>389,253</u>
<b>15 Creditors: amounts falling due within one year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	32,456	39,032
Deferred income	147,851	212,710
Trade creditors	57,543	44,066
Other creditors	6,341	-
Accruals and deferred rental income	115,958	63,690
	<u>360,149</u>	<u>359,498</u>
<b>Other creditors at the year end</b>	<b>2021</b>	<b>2020</b>
Pension contributions due under defined contribution schemes		
Defined contribution schemes - Ees	3,195	-
Defined contribution schemes - Ers	2,336	-
Defined benefit scheme deficit contributions	810	-
	<u>6,341</u>	<u>-</u>
<b>16 Provisions for liabilities</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Retirement benefit obligations	39,523	46,830

## 17: Retirement benefit schemes

The INTRAC operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the INTRAC in an independently administered fund.

### Defined benefit schemes

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

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore INTRAC is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

### Valuation

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

#### Deficit contributions

- £11.24m per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows.

#### Deficit contributions

- From 1 April 2016 to 30 September 2025: £12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)
- From 1 April 2016 to 30 September 2028: £54,560 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where INTRAC has agreed to a deficit funding arrangement INTRAC recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

**17 Present value of provisions**

	2021	2020
	£	£
Present value of provisions	39,523	46,830

**Reconciliation of opening and closing provisions**

	Period ending 31 March	
	2021	2020
	£	£
Provision at start of period	46,830	54,862
Unwinding of the discount factor (interest expense)	1,051	1,397
Deficit contribution paid	(9,710)	(9,429)
Remeasurements - impact of change in assumptions	1,352	-
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	39,523	46,830

**Income and Expenditure impact**

	Period ending 31 March	
	2021	2020
	£	£
Interest expenses	1,051	1,397
Remeasurements - amendments to contribution schedule	-	-

**Key Assumptions**

	2021	2020
	% per annum	% per annum
Rate of Discount	2.53	2.53

## 18 Restricted Funds

The income funds of the charity include restricted funds. These were funds received where the donor has specified what they are to be used for. Spend on these funds has complied with these specifications.

All of these funds are commissioned work, meaning that income in the funds has been recognised as it has been earned and any differences between amounts received and amounts spent are held as either deferred income or accrued income.

Transfers represent overhead recovery allowed within the contract.

	Movement in Funds			
	Income	Resourced Expended	Transfers	Balance at 31 March 2021
	£	£	£	£
a) General Research Fund	413,367	(413,367)	-	-
b) Oak Foundation Exit Strategy Fund	37,097	(37,097)	-	-
c) Small Charities Challenge Fund	8,936	(8,936)	-	-
	<u>459,400</u>	<u>(459,400)</u>	<u>-</u>	<u>-</u>

### a) General Research Fund

The General Research Fund comprises work with various consortia and foundations undertaking research into issues and developing novel solutions to development issues. INTRAC's role within the consortia is to support monitoring and learning. Three consortia are funded by the UK Government (2020: 3). The two foundations were both US based and one (Aga Khan Foundation) was funded through USAID. Activities undertaken within the year included work projects researching migration routes, working on ways of increasing youth leadership, and work on developing a knowledge hub on water, looking at new ways of working in Central Asia, reviewing the impact of the pandemic on CSOs and a longitudinal review of a impact a responsible exit programme on funded partners by EveryChild when it closed down in 2015.

### b) 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.

### c) Small Charities Challenge Fund

The Small Charities Challenge fund is a grant from FCDO's Small Charities Challenge Fund to allow the development of and delivery of capacity building training and mentoring to small CSOs who are delivering projects in FCDO priority countries, enabling them to build their skills and knowledge in order to strengthen project delivery and relationships with communities and in country partners.

## 19 Unrestricted Funds

Movements on Unrestricted funds are as follows

	Movement in Funds				
	Balance at 31 March 2020	Income	Resourced Expended	Transfers	Balance at 31 March 2021
		£	£	£	£
General reserves	404,287	1,124,202	(1,210,018)	(20,000)	298,471
Tenant's repairs	-	-	-	20,000	20,000
	<u>404,287</u>	<u>1,124,202</u>	<u>(1,210,018)</u>	<u>-</u>	<u>318,471</u>

The tenant's repairs fund is a provision for repairs to reinstate the offices to their original state as required under the existing lease. The current lease runs for 5 years from 11 September 2020 and has a break clause at 2 years.

## 20 Grants to partner organisations

INTRAC is not a grant making organisation. However, there are occasions when we receive funding that is used to engage with partner organisations in ways that are not purely contractual and are more accurately reflected in the accounts as grants.

During the year ended 31 March 2020 the following grants were made from restricted  
There were no grant payments in the year ended 31 March 2019.

	<u>Year ended 31 March 2021</u>	<u>2020</u>
	£	£
<i>a) General Research Fund</i>		
Sub-award payments to implementation partners		
- CDA Colaborative, USA	75,678	
Working with INTRAC as a learning partner		
- Small grants of \$2,000 each to five local consulting partners in Ethiopia, Indonesia, India, Mexico, and Canada.	7,862	
To research and develop thoughts on best ways of supporting local civil society during the COVID-19 pandemic.		
<i>b) Oak Foundation Exit Strategy Fund</i>		
AGAR, Ethiopia	77	29,891
Funding to cover co-ordination of in-country delivery of capacity building support to specific partners of the Oak Foundation		
<i>c) Margaret Aston Memorial Fund</i>		
This Fund was closed during the year ending 31 March 2020.		
Books for Development, Kyrgyzstan		1,279
Funding for research and development of materials to support work survivors of domestic/gender based violence.		
	<u>83,617</u>	<u>31,170</u>

## 21 Operating lease commitments

Minimum amounts due under no cancellable contracts

	<u>Year ended 31 March 2021</u>	<u>2020</u>
	£	£
Not later than one year	40,000	31,020
More than one year but less than 5 years	17,863	-
	<u>57,863</u>	<u>31,020</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.

At the reporting end date the total future minimum sublease amount expected to be received under non-cancellable subleases was £Nil (2020: £16,523).

**22 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:

	<u>Year ended 31 March 2021</u>	<u>2020</u>
	£	£
Total invoiced in year	50,822	49,863
Unsettled invoices appearing in trade creditors at 31 March	-	3,989

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.

	<u>Year ended 31 March 2021</u>	<u>2020</u>
	£	£
Total invoiced in year	18,450	8,083
Unsettled invoices appearing in trade creditors at 31 March	-	-

**23 Cash generated from operations**

	<u>Year ended 31 March 2021</u>	<u>2020</u>
	£	£
<i>Surplus for the year</i>	(85,816)	18,962
<i>Adjustments for:</i>		
Investment income recognised in statement of financial activities:	(170)	(1,822)
Unrealised gain on pension liability	-	-
Depreciation and impairment of tangible fixed assets	4,388	1,611
Difference between pension charge and cash contributions	(7,307)	(8,033)
<i>Movements in working capital</i>		
Decrease in stocks	-	207
Decrease/(increase) in debtors	81,191	169,120
(Decrease)/increase in creditors	65,510	(35,067)
(Decrease)/increase in deferred income	(64,859)	(70,597)
<b>Cash generated from/(absorbed by) operations</b>	<u>(7,063)</u>	<u>74,381</u>

**24 Balance Sheet by Fund Category**

	Year ending 31 March 2020		
	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>

	Year ending 31 March 2020		
	Unrestricted	Restricted	Total
	Funds	Funds	
£	£	£	
Tangible fixed assets	6,865	-	6,865
Current assets	722,368	81,382	803,750
Creditors: amounts falling due within 1 year	(278,116)	(81,382)	(359,498)
Provisions/pensions	(46,830)	-	(46,830)
Net assets	<u>404,287</u>	<u>-</u>	<u>404,287</u>

**25: Basis of allocation of charitable costs**

An exercise was undertaken during the year to review the basis under which costs are allocated between charitable activity areas. The trustees believe that the new basis provides a more realistic picture and so the 2020 figures have been adjusted on the same basis for consistency.

The impact of this change on the 2020 figures has been to allocate £100,000 more of staff costs directly to activity areas with a corresponding reduction in support costs. It has also resulted in an increase of £115,00 in the level of cost directly charged to restricted funds in 2020. These costs were originally charged to unrestricted funds and then charged restricted funds by way of a transfer.