



**LOCALLY ROOTED,
GLOBALLY CONNECTED**

**INTRAC'S STRATEGIC FRAMEWORK
2024 - 2028**

OUR VISION FOR 2028

Civil society actors, organisations and movements across the world can develop, engage with others and do what they want to do, better: supported to deliver just, equitable and sustainable societies for all.

INTRAC is unashamedly for civil society. We are a mission-driven, not-for-profit organisation, focused on the core belief that vibrant, diverse and inclusive civil societies are essential catalysts for a world where everyone can thrive. We have over 30 years' experience championing and supporting strong civil societies, providing sector-leading consultancy, research, learning and training to organisations, networks and individuals, always with a focus on enabling resilient, effective and legitimate civil society organisations to promote locally determined, led and owned development.

WHY NOW?

In 2023, global civic space became [more restricted than ever](#). The [world peace index](#) worsened, and 2023 was officially the [hottest](#) year on record, leading to ever more extreme climate vulnerability. Extreme poverty remains outrageously high at [over 700 million](#) people worldwide.

Meanwhile, countries across Europe grappled with domestic challenges that squeezed the space for public engagement and political support of international development. The sector itself continued to struggle with fundamental issues including colonial histories and structural racism and how to respond, redress and realign. In the face of such complex and interlinked crises, the role of civil society is more important than ever. To rise to the challenge, we strongly believe the sector must reimagine how it works, evolving to recognise and start to repair its colonial past.

OUR STRATEGIC FRAMEWORK FOR 2024 - 2028

Our ambitious new framework will help us deliver our vision of transformative change to civil society eco-systems, so that local and global organisations are supported to develop, engage with others, and do what they want to do, better, to deliver just, equitable and sustainable societies.

We will achieve this through four strategic goals:

- 1) Strengthen civil society by building strong, dynamic support eco-systems rooted in local culture, practice and knowledge, amplified through global connections.**
- 2) Transform the role and reputation of consultancy across the sector, driving demand for and strengthening the status and supply of locally rooted, globally connected, ethical and values-driven consultants.**

- 3) Support global and national actors to reimagine their roles and relationships, collaborating with others to develop advisory and support services for those actively seeking to decolonise and shift the power.
- 4) Evolve our organisational model – including our funding streams, skills and capabilities – and our culture, with a focus on becoming truly diverse, anti-racist and feminist.

To achieve these goals, we will build and evolve our four core areas of expertise: network, consultancy, training, and research and learning – putting locally led, ethical and values-driven approaches at the heart of our work. We will:

- **Build a locally led and globally connected network, whose members lead on INTRAC consultancy, training and research.** The majority of new network members will be rooted in Africa, Middle East, Asia, Latin America or Eastern Europe.
- **Establish and champion ethical and values-driven consultancy, and consolidate our reputation for high-quality consultancy.** We will seek out and champion consultants who are actively challenging dominant practices, in line with our consulting with soul approach.
- **Become the go-to for training, designed and delivered by a diverse set of trainers across the globe.** This will include high-standard professional development for network members.
- **(Re)-establish our role as a knowledge hub,** developing a practitioner-focused research programme that creates spaces and opportunities for diverse voices to share knowledge.

NETWORK+ MODEL

We will be following what we call the Network+ model. This means that over the coming years an increasing percentage of our training, consultancy and research will be delivered through a network of consultants, rooted locally and connected nationally and globally through networks and strategic partnerships. We will become a network-led organisation, influenced and informed by the priorities, insights and aspirations of both our network members and the networks we interact with. Together we will work to shift how civil society support is conceived and delivered.

TRANSFORMING OUR ORGANISATION

We recognise that achieving our goals requires a fundamental rethink of how we work as an organisation. We aim to be bold and clear in our ambition, while being ‘incrementally radical’ in our approach. The following four areas will be core to this:

- **Build a feminist and anti-racist culture and practice:** transform our mindsets, approaches, the work we take on and the way we articulate and deliver consultancy, research, training and network building.
- **Become network-minded and led:** review and re-engineer our internal processes to ensure they are contributing to network-led practice.
- **Diversify our revenue streams:** invest in fundraising capacity to move away from being consultancy funded towards having a range of revenue streams.
- **Board, leadership and staff collective self-care:** focus on emotional and physical wellbeing as imaginative and disruptive thinking evolves our organisational form and practice.

“Developing a strategic framework is a process of learning, reflecting and imagining. We were deeply privileged as INTRAC staff to engage with so many different voices and perspectives as we developed our understanding how best we might contribute to civil society support. I am excited to walk alongside and collaborate with these actors as we work towards delivering our vision.”

Kate Newman, INTRAC Chief Executive

BUILDING AN ADAPTIVE STRATEGY

Managing in today's world requires an evolving approach to strategy development and delivery, and we will need to adapt and learn as we move forward.

We want to be attentive to insights from our practice and external shifts, to be learning-focused and agile, guided by our ultimate ambition, but flexible in our response. Accordingly, our strategy design has taken on aspects of social innovation – blending the development and implementation phase and ensuring short feedback loops so we can test and learn from success, failures, challenges and opportunities.

“In every situation we try to bring the best of who we are - our creativity, our experience, our commitment, our belief in people – to walk alongside our clients, both CSOs and their funders. That is the spirit at the heart of INTRAC; to work wholeheartedly to support others to do what they want to do, better.”

Principal Consultant **Rick James**, who joined INTRAC in 1992

CONCLUSION

As we embark on our new strategic framework and anticipate the journey we are setting out on, we also celebrate what we continue to hold onto – we are building on 30 years of experience, and our long-held values, not changing them. But the strategy is responsive to changes in the sector and the needs of civil society. We are formalising and embodying practices we have long argued for.

We cannot deliver this strategy alone. It will depend on our ability to develop and nurture partnerships and relationships, drawing on our valued friends and colleagues, and those who share our view that a well-supported civil society is essential to enable the transformative change needed in the world today. We believe we can contribute effectively in this space, that together we can transform and strengthen civil society support, and thereby enhance the role of civil society in delivering equity, inclusivity, diversity and justice.

“As someone who works with local civil society organisations and believes in the importance of supporting them fulfill their aspirations, it is encouraging to have an organisation like INTRAC that is demonstrably invested in the development of these organisations and their eco systems.”

Caroline Nyamu, consultant and member of INTRAC's network

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