



## **PPA Progress Report to June 2002**

**Submitted by Skillshare International**

April 2003

## Introduction

This report describes the progress made to date in pursuit of the agreed objectives set out in the Partnership Programme Agreement (PPA) between the Department for International Development and Skillshare International. The PPA came into effect from 1 April 2001, and runs for four years, to 31 March 2005.

This report comprises:

- Summaries of progress in respect of each of the four strategic outcomes expected within the PPA. These are supported by:
- Detailed comments on achievement, related to the success criteria.
- Case studies, giving examples of the way we work with partners, and the outcome of that work with partners;
- A risk assessment report; and
- A systems report.

## Overview

The agreed objectives in the PPA are broadly based around Skillshare International's own corporate strategy for the period 1999 – 2004. The corporate strategy set out the ways in which Skillshare planned to maintain and develop its established programme, as well as to develop a broader portfolio of work, and a broader base of support.

Overall, Skillshare International can demonstrate substantial progress towards achievement of the strategic outcomes of the PPA. In particular we can identify:

- A wider range of organisations which have developed their own capabilities in partnership with Skillshare International;
- The continuation and growth of a substantial development worker programme;
- The development of cooperative and collaborative ventures, especially in innovative areas;
- Support for new and significant areas of work in development awareness;
- The development of staff skills and capabilities to deliver a broader programme;
- A more diverse funding base.

All this, and more, is described in the accompanying reports.

## Summary for Strategic Outcome 1

*The capacity of CSOs, national and local government strengthened to meet their human development focused objectives through skills development and improved organisational effectiveness.*

“All the partners believe that the support from Skillshare International has strengthened their capacity to address the needs of communities they serve more effectively, efficiently, and in a more participatory manner.” (MTR Botswana).

By mid 2002 Skillshare International was actively working with 129 partner organisations in 11 different countries, using three main interventions:

- skills and organisational development through the placement of development workers and health trainers
- resourcing partner activities through project based support, including securing funding
- leadership training

Other ways in which we have worked with partner organisations include:

- facilitating networking
- support in governance, strategy development and management
- participatory approaches to planning

Over the reporting period we have concentrated on developing our systems to deliver these interventions in as flexible and responsive a way as possible, as well as building the programmes in each of the key areas. The period has seen a dramatic increase in project funding support to partner organisations across the countries that we work with, and the building of a Leadership Development Programme as a regular part of our work with partners.

The merger with Action Health has opened programme areas, both in terms of specialisation in a particular sector, and also geographically in terms of our involvement in programmes in new regions. This has allowed us to forge new partnerships, as well as new models of partnership. For example, cooperation with the UK organisation Responding to Conflict has led to further work with Coalition for Peace in Africa in both southern and East Africa, as well as specific project support to an integrated development project in Kenya.

Our concept of partnership has been based on a holistic approach through joint development strategies. **We assess the support requirements of our partner organisations in a way that analyses their needs over the longer term, and combines different approaches towards meeting these needs, so drawing up a strategy for improving the work that they deliver.**

In India, partner organisations have explained how they appreciate the flexibility, transparency and openness of this approach: “Skillshare has a no-package approach”. SKI’s Country Co-ordinator in Namibia has stated “Civil Society organisations view us as an organisation that is united, it is encouraging them to approach us freely and involve us in their work”. One case study of where this approach has worked well is in Lesotho, where a combination of interventions has led to improvements in the service delivery of the Lesotho Society of Mentally Handicapped Persons (see case study 1).

We have been improving our systems for monitoring and evaluation of programmes, and by conducting baseline studies and mid term reviews of the country plans have gained a more systematic picture of the needs and perspectives of the partners that we are working with. These, along with other monitoring tools, have also generated a picture of the impact that SKI is having on partners in terms of the delivery of their work.

The case studies below describe specific examples of our holistic approach, and have been selected to illustrate the successful outcomes of different aspects of the implementation of the Programme Partnership Agreement for both Strategic Outcomes 1 and 2.

As part of this report SKI undertook a pilot research to survey the opinions of partner organisations on the added value of international volunteering. Ten leaders from partner organisations were approached about their experiences of having DWs or HTs placed with them. In interviews they explained how they felt that international volunteering had contributed to their own organisation, to their local community, and to global perspectives.

The resulting report concluded that from the overwhelming experience of organisations surveyed suggests the value of international volunteering goes beyond immediate technical assistance or support, since it also brings with it:

- the benefits of wider experience, one interviewee described this in terms of “preventing a myopic view”,
- avenues to international networking with other similar organisations;
- a wider strategic perspective – helping the organisation to plan strategically both within a national and international framework;
- increased opportunities for accessing international funding, and resources;
- promoting the organisation and getting recognition for its work at community, local, national and international fora;
- flexibility: introducing new ways of seeing problems, and new strategies for tackling issues;
- introducing new approaches, especially participatory ways of working with beneficiaries;
- “cross pollination” of ideas, values and norms.

Those interviewed also identified how DWs/HTs leave with an increased understanding of poverty, increased flexibility in how they carry out their work, and having formed friendships and forged trust at a community level.

## Case Studies

### **Case study 1: Improving services through the Joint Development Strategy: Lesotho Society for Mentally Handicapped Persons (LSMHP)**

LSMHP is a small organisation based in Maseru in Lesotho which plays a national role in advocating the rights of children and young people living with mental disabilities. Skillshare International has been working with LSMHP over the last four years, through both skills development in the form of a development worker (in the position of a Management Advisor), and leadership training for the Co-ordinator (this started in May 2002). Last year we successfully applied for a five year grant from Comic Relief, that will help to build the sustainability of the organisation.

The placement of a development worker led to:

- Well trained secretariat staff
- Improved functional management and financial accounting systems
- The development of clear policies
- Functional executive committee in place
- LSMHP staff trained in project design, planning, and evaluation
- Increased levels of funding for the activities of the organisation, and project funding accessed by Skillshare International from Comic Relief

LSMHP have also been able to play more of an advocacy role and this can be seen in terms of:

- Including disability issues in the new-developed Technical and Vocational Education and Training policy
- Promoting the integration of children with mild/moderate disabilities in mainstream schools
- Holding awareness campaigns in different communities to change attitudes towards children with disabilities
- Provision of funding in the regular budget of the Ministry of Sports to support sporting activities by the disabled
- Developing of an advocacy strategy for uniform application/use by members

## Case study 2: Community Health in India

Skillshare International is currently working with eight partner organisations in the community health sector in India. The approach taken is to:

- strengthen the capacity of its partner organisations to identify and address the health needs of the communities in which they work
- improve the knowledge, skills and abilities of village health workers in primary health care,
- pass on skills and knowledge through the partners' health workers to individuals and groups within the communities.

According to partner organisations surveyed, Skillshare International's skills development approach has had the following results:

- availability of trained local human resources
- increased organisational strength and organising capacity of staff ("planning dynamically, learning from experience" MASS)
- development of communication skills, leadership and self confidence among the staff
- development of training of trainer skills for local staff (HTs are "not only very proficient medically, but also very good educators" Ranjan Panda, MASS Secretary.)
- creation of backward and forward linkages with local health care service providers, initiating a process to ensure sustainability
- networking and sharing of skills between the partner organisations themselves, and with other NGOs operating in the sector - SKI holds annual stakeholder forums which partners report enables exchange, sharing, and collective focus on development policy issues

Mr Mattato, Programme Co-ordinator from SLADS, explains the benefit to his organisation of the involvement of international volunteers: "We were quite conservative in our approach before we received health trainers. They brought greater commitment and innovation, offering perspectives which have enabled the broadening of the programme...Our staff have learnt new techniques for dealing with health problems and especially talking to the community". This is not a one way process: "HTs have built a trust friendship with very poor communities and have shared and understood the community's situation. HTs leave with much more sensitivity to the needs of poor communities and their individuals".

Skillshare International has trained over 240 community volunteers and health animators over the last 2 years. The results of this can be seen directly, for example in the Salbalpur case study where malaria awareness among villagers has gone up to 80% with a 50% decrease in malaria incidence. In the same area, training of community health workers has enabled 100% immunisation coverage for children.

### Case study 3: Technical and Vocational Education Programme, Lesotho

This is a six-year programme, started in 1998, run in partnership with the government department, TVD, in Lesotho. This department is responsible for the co-ordination of technical and vocational education in the country. SKI's programme with TVD has involved the placement of 11 development workers throughout the TVD system, as well as capacity building support from the Country Office staff to TVD staff, and leadership development training for key leaders from TVD and the teaching institutions. DWs have been placed with within TVD itself, with the national teacher training college, and in four vocational training institutes, country wide.

M'e Kolotsame, Deputy Director of Academic Affairs at Lerotholi Polytechnic explained the advantages of international volunteers in terms of:

- The learning gained from "cross pollination";
- Counterparts have the chance to "learn in a relaxed, unthreatening manner, with somebody by their side - they realise it is within their power to research and design a course";
- Confidence is built: "if they did it in their country, why can't we?".

She also explained how the input from DWs has led to a major change in attitudes amongst teachers and students to entrepreneurship : "this is a major shift in thinking - that people themselves can create their own employment".

The Programme has substantially improved networking amongst institutions, strengthening the position of TVD as an effective co-ordinating body, building trust, and improving understanding between stakeholders involved in the sector

Focus within the individual institutions has been on improving teacher-training curricula, and devising and setting up curricula for business skills training. These improvements will improve delivery of vocational and technical training to more than 1000 students p.a.

Outcomes of the programme to date have included:

- Improvement in the development, delivery and evaluation of the examination system;
- Review and revision of curricula for vocational and technical skills;
- Introduction of small business training in order to encourage employment creation, self employment and poverty alleviation;
- Improvement in the standard of teacher trainees;
- Introduction of systems for measurement of impact through the development of systems for student tracer studies;
- Establishment of a network of institutions intending to implement micro-credit programmes for TVD students.

#### Case study 4: Swaziland Action Group Against Abuse (SWAGAA)

SWAGAA was founded in October 1990 by a group of Swazi women who were concerned with the lack of support for survivors of domestic violence. SWAGAA is the only organisation of its kind in Swaziland, and is tackling new ground, traditionally surrounded by taboo. Members took advantage of the different skills and educational backgrounds to implement counselling, education and conduct research activities on a voluntary basis. "SWAGAA needed a DW with experiences gained outside of Swaziland as SWAGAA is the first organisation of its kind in Swaziland. The organisation needed to learn from elsewhere as there were not organisations in the country who could share their experience and skills in this area.... The international DW brings with them an international network. They bring with them a different perspective." Thobile Dlamini, SWAGAA Director

A development worker was placed with SWAGAA, with the aim of setting up a proper office and securing resources. By the time the development worker left in November 1998 the organisation had managed to raise funding for the employment of 4 full-time staff and about 16 trained volunteers. "The mere existence of SWAGAA is highly attributable to international DWs" Thobile Dlamini.

SKI has continued to support SWAGAA with securing donor funding (from Comic Relief and Challenge Fund), and with networking with other similar organisations in the southern African region. During 2001/02 there was a short-term placement of a SKI development worker as Financial Advisor. This placement had a "major turnaround effect" and has positively contributed towards budget forecasting for the next five-year strategic plan. SWAGAA's director has also taken part in the Leadership Development Programme.

SKI's support has played a key role in enabling SWAGAA to take forward it's work:

- Currently, SWAGAA has 10 full-time staff members, 9 full-time volunteers and 20 part-time volunteer counsellors/educators.
- In August 1997 SWAGAA was providing counselling to 4 clients per month, today that has increased to 150-200 clients per month;
- Initially the focus was on the Manzini region, today SWAGAA is available in all four regions of the country, and reaches survivors in isolated rural areas, as well as raising awareness of providers such as police, nurses, doctors and prosecutors;
- SWAGAA have advocated for a children's court, which should be in operation soon;
- SWAGAA have campaigned for rape to be a non-bailable offence;
- SKI facilitated SWAGAA's participation in a Comic Relief run regional networking event for abuse survivor organisations (2001).

### Case study 5: Namibia Rural Development Project

The Namibia Rural Development Project (NRDP) was set up in 1991, to alleviate poverty and suffering by empowering rural and other disadvantaged groups to realise their potential and control their own lives by:

- Assisting new enterprises to emerge and existing enterprises to grow through business training, securing investment resources (through savings, loans and grants), and developing skills and knowledge;
- Promoting markets, products and skills exchange through small and micro enterprise exhibitions and market research;
- Using the skills developed through enterprise development, to enable groups to explore and resolve issues of community importance.

Since 1999 two SKI development workers have been placed with NRDP, project funding has been secured through SKI, and the organisations co-ordinator has attended the Leadership Development Programme.

In 1999 NRDP's position was as follows:

- One worker - Gurvy Kavei
- One volunteer - Ivy Kavari
- Reserves of N\$44
- Was heading for deficit of N\$57,000
- No substantial field activity

By 2001 this position had dramatically changed:

- the organisation's structure has significantly changed,
- a team of four community development workers is operating in four new regions,
- NRDP is assisting over 70 different groups in terms of poultry production, zeolite brick making, handicraft marketing, and horticultural advice and training, income generation schemes.
- by 2001 NRDP's income had increased three fold, with 19% of income from local sources.

### **Case study 6: Working with the Basarwa San community**

The Basarwa San people are considered one of Africa's oldest indigenous people, and among the last of the world's hunter-gatherers. Once called the "Lords of the Desert", the Basarwa San pastoralists have become the poorest, most marginalised and disadvantaged group in Botswana. They have the highest rates of illiteracy, lack viable economic opportunities, suffer high rates of ill health and disease, and have no land or geographical territory of their own.

During 2001/02 SKI Botswana Country Office developed a joint partnership with Tqui Xu Yani and the Kang Brigade. The two organisations had requested support to assist them in furthering their own partnership, which had run into difficulties. It was felt that the communities would benefit from the non-partisan perspective of a third party agency. SKI assisted with the placement of a DW, who was able to bring the partners together, to go on further in developing a project proposal. The project was developed using participatory approaches to planning. Using these approaches the community mapped out their own strategy for development.

Women make up the majority of the Basarwa San community and were the most vocal of the 37 participants during the workshop sessions. They expressed what they felt contributed to the poverty, loss of culture and low self-esteem that places the community in a vicious circle of underdevelopment.

The result is a programme of initiatives which focuses on the social and economic empowerment of the Basarwa San people. Activities range from livestock, gardening and income generating activities, to awareness raising on HIV/AIDS, domestic violence and alcoholism, to youth work and pre-school education.

Following on from the planning exercise SKI has helped the community to raise funding to cover some of these activities, including a major grant for five years from Comic Relief.

### **Case study 7: Occupational Therapy in Uganda**

Skillshare International has been working with the Ugandan Ministry of Health since 1996, when the MoH approached SKI for support in the training of occupational therapists (OTs). In the intervening six years, a total of four health trainers have been involved in developing the Occupational Therapy Training School at Mulago Hospital (Uganda's national teaching hospital).

In Uganda, where there are only four doctors per 100,000 people, OT has an important role in rehabilitation. "The OT profession in Uganda is new and the Ugandan OTs are very dedicated. They achieve amazing things with very few resources". Samantha Shann, Acting Principal Tutor at OT Training School.

Over the past six years Action Health and Skillshare International have played an integral part in the development of occupational therapy both as a service and as a profession. This has been through the provision of resources, through external funding and the placing of health trainers in both pre-service training and in-service support. As a result of SKI's support there are now over 40 qualified OTs in Uganda, all of whom have been taught by our health trainers. They are supported in the field by two District Support Occupational Therapists from Skillshare International in partnership with the Ministry of Health.

As well as direct skills development in OT teaching, SKI health trainers, both at the OT School and in the OT Support Programme, have been major forces in setting up the Uganda Association of Occupational Therapists, and in organising the second OTARG congress (for the Africa regional grouping of OT associations). More informal networking has also taken place, through the setting up of a mutual support group for OTs working with children with special needs, and also in the setting up of a web based support network. Small regional groups of OTs are beginning to form to meet and discuss and share ideas, with a formal support network planned.

Julius Kamwesiga, Head of the OT School explains how the use of international volunteers has enabled:

- OT to be promoted and recognised as a profession both locally in the community, nationally, and internationally.
- The Ugandan course, drawn together from the combination of international standards and local experience to be recognised internationally.
- Regular networking to take place with the World Federation of OT.

### **Case study 8: YWCA Maun, Botswana**

YWCA Maun, Botswana, is an organisation that works with young people in Maun and surrounding areas to help them to take control of their own lives, both in terms of youth development and awareness, and also in terms of education and income generation projects. SKI has been involved with YWCA over the past seven years through:

- the placement of three development workers: Fundraiser, Regional Co-ordinator, and Business Adviser
- project funding: both for the Peer Approach to Counselling Teenagers programme, and in terms of building a setting up a multi-purpose resource centre in Maun,
- leadership training for PACTs Co-ordinator, and
- project planning and proposal writing workshop organised by Skillshare International.

YWCA has faced major challenges during the period of the partnership, both in terms of staffing and resourcing. SKI's support has led the organisation to a position where both staff and members have become more active, motivated and empowered to think of a long term vision. YWCA Maun has been holding more regular meetings with village clubs (these are dispersed over a wide geographical area, and many villages are very isolated) which resulted in a 5 year strategic plan, and new programmatic areas for the organisation, including income generation activities to alleviate poverty.

Ofentse Mogotsi, former staff and board member has identified how the wider experience and international links that development workers have brought with them has helped the YWCA to raise its profile and network both at a national level, and also at a local level with community leaders. Ofentse described how the development workers have become involved in all aspects of the work and the organisation, and that their contribution has gone way beyond immediate technical support. For example, from the support of DWs: "For the very first time we were able to come together and put up a strategic plan, evaluating programmes, and seeing those that would bring an income".

**Strategic Outcome 1:** *The capacity of CSOs, national and local government strengthened to meet their human development focused objectives through skills development and improved organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Develop and consolidate joint development strategies with partner organisations as the basis for co-operation</p> <p>Enhance service/product delivery and skills development of partner organisations through provision of development workers</p> <p>Implement innovative ways of addressing the identified needs of partner organisations</p> <p>Enable effective organisational development of partner organisations through the provision of resources and leadership development</p>	<p>Service/product delivery of partner organisations improved</p>	<p>At the end of the reporting period SKI was working with 129 partners in 11 countries, in seven main sectors: Education training and employment, Health and HIV/AIDS, Empowerment of disadvantaged groups, environment, local state, rural development, food production.</p> <p><u>Improvements in the service/product delivery of our partner organisations can be seen in the following ways:</u></p> <ul style="list-style-type: none"> <li>• <b>Increased coverage of services</b> Partner organisations have been enabled to increase the number of their beneficiaries, to increase their geographical coverage, and to increase the range of beneficiaries – improving the targeting of their services to reach the poorest and most vulnerable. <i>See case studies 1, 4 and 5.</i></li> <li>• <b>Increased accountability to primary stakeholders: “listening to the voice of the people”</b> In many partner organisations, the outcome of SKI’s involvement has been an increased accountability to primary stakeholders, and a focus on increasing community participation. <i>See case study 6 for an example of this.</i></li> <li>• <b>Empowerment and advocacy</b> Work with many partners has involved increasing the confidence and belief in primary stakeholders that they are able to make changes, and helping organisations to bring issues and needs of their stakeholders to national and international attention. <i>See case studies 1 and 4.</i></li> <li>• <b>Institutional development</b> Improvements in service delivery are not confined to the immediate work of the partner organisations. SKI has also assisted POs to forge strategic alliances, and to build the strength of their sector as a whole. <i>See case studies 3 and 7.</i></li> </ul>	<p>Mid term review (MTR) of country plans from each country</p> <p>Outcome Surveys (OS) carried out with country office staff from each Country</p> <p>Placement Monitoring and Evaluation reports</p> <p>Project Funding Monitoring and Evaluation reports</p> <p>Visit reports carried out by SKI UK Staff</p> <p>International Volunteering Survey, April 2003.</p> <p><i>“The self esteem of the community (Basarwa San) was so low: these people are discriminated against as a tribe. (My work involved) getting people to realise that they can do things for themselves, for years they have been told they cannot do</i></p>

		<p><u>The above are a consequence of the following inputs from SKI, amongst others:</u></p> <ul style="list-style-type: none"> <li> <b>Improved skills and capacities of partner organisation staff</b>            Skills development of partner organisation staff at all levels has taken place directly through the provision of development workers (97 person-years), and through the leadership development training (35 LDP participants during reporting period). <i>See all case studies.</i> </li> </ul> <p>Skills development is also seen by partners in terms of "building confidence" , and "changing attitudes" . (MTRs) E.g. Training of instructors and students in small business development in Lesotho has resulted in <i>changing attitudes of instructors and students about starting small businesses.</i> (TVD programme, case study 3)</p> <ul style="list-style-type: none"> <li> <b>Strategy and planning improved</b>            A key way in which SKI helps partner organisations to improve their service delivery is by helping them to improve their approach to planning and strategy. Development workers often play a catalyst role in this respect, encouraging partners to move away from a day to day approach, putting systems in place for planning, enabling partners to express their vision in terms of concrete plans. <i>See case study 8.</i> </li> </ul> <ul style="list-style-type: none"> <li> <b>Improved systems and processes in place</b>            As well as improving skills, partner organisation service delivery has been in terms of the structures and processes that are in place to provide a framework for that work. <i>See case study 3.</i> </li> </ul>	<p><i>anything."</i> Ruth Allen, DW, Botswana  <i>"Field Officers stated that they gained a lot of skills and knowledge, they were helped to develop an effective microlending system. John did that by assisting in introducing mobile banking system which reduced the travelling time for women, developing data base tools which are less cumbersome ..... John trained women and helped them to develop a business culture, so that there is now a reduced dependency rate, income generated by the project trust is breaking even, volume of loans and interest has been generated, the quality of life of project women has improved."</i> (OS Botswana)</p>
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Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Enhance service/product delivery and skills development of partner organisations through provision of development workers</p> <p>Implement innovative ways of addressing the identified needs of partner organisations</p>	<p>A flexible and responsive development worker programme addressing key skills needs of partner organisations</p>	<p>During the period of the PPA, Skillshare International has provided 97 person-years of skills development in the form of DWs and HTs to partner organisations in Africa and India.</p> <p>The development worker programme aims to be responsive through the use of an assessment framework which not only identifies the key skills needed, but also, through a process of visits to the partner organisation looks at those skills in the context of their wider overall capacity building needs.</p> <p>Through this process Skillshare International has adopted flexibility in the development worker model:</p> <ul style="list-style-type: none"> <li>• Combining skills development support with other interventions: project funding, or leadership development, etc. (See case studies above)</li> <li>• Flexibility in the length of agreement: the traditional 2 year model is being adopted to suit the individual needs of partners. E.g. during 2001-2002, there have been 5 DWs/HTs on one year placements, and two 6 month placements where there are specific short term training needs. Longer, programmatic partnerships may also see DWs being placed for a four to five year period.</li> <li>• Changing role of DWs/HTs from skills specialist to change agent. Increasingly partners are requesting that DWs/HTs are multi-skilled, and conversely DWs/HTs are finding that their skills and capabilities are being extended beyond their area of specialism</li> <li>• Reflecting this change of role of DWs, SKI has introduced two modules in the DW/HT preparation training: "The introduction to the SKI quality approach" from Nov 1999 and "Facilitators of change" workshop from Oct 2001.</li> <li>• DWs/HTs are placed with other partners for short periods in order to fill specific skills development needs.</li> </ul>	<p>Development worker statistics</p> <p>Outcome surveys in all countries</p> <p>Mid term reviews</p> <p>Placement monitoring reports</p> <p>International Volunteering Survey April 2003</p> <p>Charles Tshuma, Lesotho community based Rehabilitation Co-ordinator <i>"I had to do everything from admin/reports to budgeting for workshops, I met with funders and got involved in strategy. I had a much wider brief than I had ever had in the UK, which challenged me"</i></p> <p>Enginie Owos-Oas, Country Co-ordinator, Namibia on DW as teacher in rural school, Oshakati <i>"Her contribution has been astonishing. She started there as an English language teacher but her role is not simply teaching. She has motivated staff, parents and teachers, developed practical curricula, learners are engaging well and brought about dramatic changes."</i></p>

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<p>Enable effective organisational development of partner organisations through the provision of resources and leadership development</p>	<p>Partner organisations resource generation capacity improved</p>	<p>Resource generation capacity has been improved in the following ways:</p> <ul style="list-style-type: none"> <li>• Successful applications to UK, European and regionally based donors. Between April 2001 and July 2002 SKI secured over £700,000 in the form of grants for 22 partner organisations. Partners who have accessed project funding through SKI have said that it has               <ul style="list-style-type: none"> <li>• Increased their potential to access funding from other sources;</li> <li>• increased staffing levels;</li> <li>• increased capacity for outreach, and</li> <li>• expanded their infrastructure.</li> </ul> </li> <li>• DWs working with local staff to improve fundraising skills and generate income from local and regional sources. <i>See case studies 1, 4, 5, and 8.</i></li> <li>• Training for partner organisations in proposal development and writing. A workshop for partner organisations was facilitated in Swaziland, and in India training has taken place with individual partners.</li> <li>• Country offices working with partners to identify sustainable strategies for income generation. <i>For example, in India most community health partners are being encouraged to set up community managed health funds, health co-operatives and health insurance.</i></li> <li>• Support from SKI in devising specific income generation activities. <i>See case studies 5 and 8.</i></li> </ul>	<p>Mid term review of country plans from each country</p> <p>Outcome surveys carried out with country office staff from each country</p> <p>Placement monitoring and evaluation reports</p> <p>Project funding monitoring and evaluation reports</p> <p>Julie George, Country Co-ordinator India describes her work with Vidya Sagar in India <i>“Vidya Sagar is currently giving final touches to the transdisciplinary course with help for a HT and a SKI consultant, to be open to the public as a fee-paying special education programme. Over the next few years Vidya Sagar is expected to generate enough funds through this training programme to run its community based rehabilitation programme for Cerebral Palsy children and adults.”</i></p>

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<p>Enable effective organisational development of partner organisations through the provision of resources and leadership development</p>	<p>Strategies for continual improvement developed with partner organisations</p>	<p>This is achieved in two main ways:</p> <ul style="list-style-type: none"> <li>• Partner organisations attending LDP.</li> <li>• DWs and SKI staff working with partner organisations to build their strategies for continual improvement.</li> </ul> <p><b>Leadership Development Programme (LDP)</b>            Between 1998 and 2002 64 leaders from CSOs (55) and government departments (9) have attended the Leadership Development Programme.</p> <p>Participants of the LDP have described how they have learned to delegate and support staff, to build stronger relationships and trust amongst staff, allowing them to realise their potential, and improving the service delivery of those organisations.</p> <p><b>Development workers/SKI Support</b>            Between 1998 and 2002 48 DWs have attended training in the quality approach to continual improvement. All staff go through training in quality approaches as part of their induction. The subsequent input of these staff has influenced</p> <ul style="list-style-type: none"> <li>• Use assessment and monitoring processes for partnerships on a cyclical basis, and as a basis for learning;</li> <li>• use of more participatory approaches to planning (see above);</li> <li>• introduction of improved systems and processes into partner organisations (see above);</li> <li>• analysis of the needs of primary stakeholders using an holistic approach.</li> </ul>	<p>Mid term review of country plans from each country</p> <p>Outcome surveys carried out with country office staff from each country</p> <p>Placement monitoring and evaluation reports</p> <p>Project funding monitoring and evaluation reports</p> <p>Evaluation of wave 1 of LDP (2000)</p> <p>John Pierce, external evaluator: <i>"This innovative programme has been highly valued by the participants for its relevance to their personal development as leaders and for their work with staff teams and colleagues to address processes within their organisations.... in most cases, participants are playing more facilitative and enabling leadership roles within their organisations, (and) have been able to effect changes already that are beginning to embed principles of continuous improvement and team working to good practical effect in their workplaces"</i>. Quote from LDP evaluation</p>

**Strategic Outcome 1:** *The capacity of CSOs, national and local government strengthened to meet their human development focused objectives through skills development and improved organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Support partner organisations to develop their evaluation processes to enable assessment of the impact of their work</p>	<p>Impact on beneficiaries evaluated effectively</p>	<p>Currently we do not have systems for measuring impact as part of our regular systems. During 2003/04 we will be reviewing systems for monitoring and evaluation of partnerships and specific interventions with partners. This will include developing systems for measuring impact. It is intended that these systems will be in place in time for the evaluation of the country plans.</p> <p>The starting point for impact assessment at the level of partners were the baseline studies conducted in all countries during 2000/01.</p> <p>On an individual partnership basis we have worked with specific partners to develop systems for impact measurement, particularly in terms of project funding. This has involved working with partners to devise indicators for measurement of impact using participatory approaches, and systems for monitoring and evaluation. See case study 3 for an example of this.</p>	<p>Individual project monitoring reports</p>

## Summary for Strategic Outcome 2

*The enhancement of roles of civil society organisations in an increasingly globalised world, through the development of coalitions between similar organisations.*

**This Strategic Outcome embraces work and initiatives that are new and innovative: because of this progress** can be seen mainly in terms of the setting of structures and processes for the development of coalitions between organisations with similar aims across international boundaries.

The merger with Action Health has created opportunities for new areas of collaboration – partner organisations working in India, East Africa and southern Africa now have increased opportunity to share their experiences and to build on common learning. Much of the focus over this period has been on the development of regional and national networks, but initiatives across regions are beginning to emerge and plans are in place for 2002/03 to build on this.

With the formation of the External Relations Unit in the UK office in 2002, we have also been able to focus more on development policy issues and advocacy. Again, during the reporting period SKI was establishing ways of working in these new areas. However, there have been concrete outcomes for our partners, and this can be seen specifically in our activities with the World Summit for Sustainable Development, and our involvement of partners in defining policy issues to be taken to the Summit. This sets the scene for future development policy work.

The development of a Regional Office, with a regional role in southern Africa has also led to the emergence of cross border programmes. Specifically we have worked with the Red Cross on a regional basis in southern Africa, supporting the implementation of their HIV/AIDS programme in Lesotho and Swaziland by building their capacity in terms of financial management.

Establishing systems for learning between partner organisations has been another key focus of a more programmatic approach to work with partners during the reporting period. Increasingly Country Offices are holding learning events with partner organisations on a country by country basis, and this can be seen in terms of training events with partners that have taken place, as well as stakeholder forums.

It is expected that the coming period will see a marked increase in activities under this Strategic Outcome, as the ground work and planning that has been done over the past 18 months brings results.

**Strategic Outcome 2:** *The enhancement of roles of civil society organisations in an increasingly globalised world, through the development of coalitions between similar organisations.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Identify opportunities to establish programmes of co-operation between partner organisations across countries</p> <p>Pilot a programme of co-operation between organisations across countries</p>	<p>Joint programmes established between organisations across countries</p>	<p>Progress towards this has been made during 2002 in terms of setting of structures and processes. There are a number of initiatives that are being planned for co-operation and collaboration across countries. The southern Africa regional office will be concentrating on HIV/AIDS and environmental partners in order to forge links.</p> <p>Examples of this are:</p> <ul style="list-style-type: none"> <li>• Cross border (Nambia, Botswana, South Africa) project, involving partner organisations in each of those countries, that will tackle issues of HIV/AIDS amongst truck drivers, and communities on major transport routes. Assessments are currently being carried out in order to devise this programme.</li> <li>• Regional support to International Federation of the Red Cross, in the form of Financial Advisors for HIV/AIDS programmes.</li> <li>• Planned programmes of co-operation between partner organisations in India, Tanzania, Kenya and Swaziland.</li> </ul> <p>Learning between partners is encouraged, technically facilitated and financially supported by SKI. For example in India teams from different partner organisations have carried out programmes of learning visits to organisations with similar aims and purposes.</p>	<p>Statement of Programme Activities (SoPA), 2002/03</p> <p>Country office reports</p>

**Strategic Outcome 2:** *The enhancement of roles of civil society organisations in an increasingly globalised world, through the development of coalitions between similar organisations.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Set up systems for learning from best practice locally, regionally and internationally</p>	<p>Changes in working practices resulting from learning from best practice</p>	<p>Systems have been put in place to enable the pilot of a southern Africa Regional meeting on HIV/AIDS, sharing information between partners involved in the sector.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• During 2002/03 stakeholder meetings have been held in India, Lesotho and Swaziland. These meetings have been held with the aim of sharing experiences, and best practice at a national level, as well as offering an opportunity for training and sharing skills.</li> <li>• In India there are now plans to hold the stakeholder meeting on an annual basis. <i>See Case Study 2 for background.</i></li> <li>• Case study 3 gives an example of sharing learning around the setting up of credit provision for TVED trainees in Lesotho.</li> </ul>	<p>Statement of Programme Activities, 2002/03.</p> <p>Notes of stakeholder meetings</p>

**Strategic Outcome 2:** *The enhancement of roles of civil society organisations in an increasingly globalised world, through the development of coalitions between similar organisations.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Build global partnerships among institutions with similar aims</p>	<p>Product/service delivery capacity of organisations involved in the partnership across countries enhanced</p>	<p>Structures to enable SKI to take forward global partnerships were established in 2000/01 in terms of specific staffing resources, and organisational structure.</p> <p>Some initial links have been forged internationally between institutions with similar aims. SKI partner organisation staff have also visited the UK, and this has been used an opportunity to build their networks.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Forging of a specific partnership between CLaSH (a Namibian partner organisation working with children with communication impairments), and Education for Development (a UK based organisation of deaf people, with partners in Uganda and Ghana).</li> <li>• Support to the development of the international programmes of the Yemeni Development Foundation, a Birmingham based organisation. (support included programme funding issues, strategic development, and the planning of a three-day strategic planning workshop for partner NGOs in the Yemen.)</li> </ul>	<p>"Sharing experience amongst Africa's deaf communities" CLaSH report</p> <p>SKI newsletter</p>

**Strategic Outcome 2:** *The enhancement of roles of civil society organisations in an increasingly globalised world, through the development of coalitions between similar organisations.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Identify opportunities to establish programmes of co-operation between partner organisations across countries</p> <p>Pilot a programme of co-operation between organisations across countries</p> <p>Set up systems for learning from best practice locally, regionally and internationally</p> <p>Build global partnerships among institutions with similar aims</p>	<p>Increased influence of CSOs in national, regional and international policy forums</p>	<p>World Summit on Sustainable Development (WSSD), Johannesburg</p> <p>One of the objectives of SKI's participation in the WSSD was: "To empower civil society groups and organisations working for sustainable development to become involved in WSSD, by providing information about the opportunities provided by the summit and by supporting events occurring around WSSD in different countries."</p> <p>A multi-stakeholder group was established with people from six countries across southern Africa, and included staff of partner organisations as well as DWs and PAC members.</p>	

### Summary of Strategic Outcome 3

#### *A broader constituency built with an enhanced understanding and awareness of the importance of international development.*

Of the four, this strategic outcome is the most challenging to demonstrate as it involves measuring a change in people's attitudes, understanding and awareness levels. Such social changes can be captured by demonstrating how they contribute to policy change, but the time frames involved make it difficult to show the impact of these changes immediately. As this has been the first year of implementation of the PPA, we are only able to report on strategies that have been put into place to bring about these changes.

Our activities have been identified to build a secure foundation on which to implement the rest of the programme and contribute to the achievement of the key outcomes. As such, the progress has focused mainly on creating a framework for this work to be fully implemented.

During the period April 2001 to June 2002, SKI has made progress towards building a larger supporters base. After the merger between Skillshare Africa and Action Health, work was done with the supporters of both organisations to develop one supporters association. At the same time, the concept of supporter was broadened from that based on a membership model to incorporate wider support (i.e. defined in terms of monetary and technical support, as well as physical participation). This change in the concept of supporter has made statistical comparisons for the purposes of this report difficult.

In 2002 a survey to ascertain the needs of current supporters and the way forward was carried out and served as the foundation for developing a strategy for implementing the corporate objectives. Furthermore, preliminary research was carried out in Botswana and Mozambique to investigate the potential development of an international supporters' association.

SKI's work in development awareness has been mainly in higher education, particularly with medical students, and at a strategic level in schools. The aim of our work with universities has been to deliver development awareness using our pool of returned development workers and health trainers. For example, our returned development workers and health trainers have delivered lectures on development issues to first year medical students at University College London and this has enabled SKI to recruit potential supporters from different sources. We also developed a new partnership with Leicester University with the intention of running a "Health and Development" course for third year medical students in September 2002.

As part of the **Enabling Effective Support** initiative, SKI has led the establishment of a regional development education strategy for schools in the East Midlands. In this period, SKI co-ordinated consultation, research and pilot studies with schools, LEAs and other stakeholders across the East Midlands region.

Other activities have included working with supporters and involving them in campaigns such as the Trade Justice Lobby, 0.7% campaign and the 2001 "Global View" campaign at the time of the General Election. The number of people being informed of these events and participating has increased, for example about 500 supporters were encouraged to attend the DFID Policy Forums. During this period, preparations for the WSSD began and SKI brought together a network of public and voluntary organisations in Leicester (Globeshare) to work towards raising awareness in the city of local and global sustainable development issues.



In order to reach a wider audience and disseminate information that is suitable for different groups of audiences, SKI has re-designed some of its publications. The 'Who We Are Leaflet', designed to simplify the information contained in the corporate strategy, has received positive feedback and is being used to reach a wider constituency base. In addition to printed material, SKI has endeavoured to be represented on key networks and development bodies. These have been instrumental in widening the target audience, sharing experiences and practices with other similar organisations, not just in the UK, but also across Europe and globally.

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Build a supporters' association for Skillshare International and develop it at international level</p>	<p>Larger supporter base</p>	<p><b>Establishing the supporter base</b>            Activities were carried out to merge the supporter bases of Action Health (250 active members) and Skillshare Africa (214 active members), including a consultation meeting, a joint event, joint mailings, the merging of the databases and the deletion of inaccurate data. A supporter survey was carried out independently in March 2002 and the results collated from 141 respondents (28% response rate) were used to inform activities with current supporters and to inform a strategy for targeted recruitment. All these activities re-established contact with existing supporters and provided the foundations for building a larger supporter base.</p> <p><b>Supporter recruitment</b>            Four supporter recruitment stalls were held at external and collaborative events aimed at reaching a large and diverse audience in Leicester. These included a development awareness day for the local Asian community, a live music night for university students and a Fairtrade Fortnight public forum. Ten new and active supporters were recruited at these events.</p> <p><b>International supporters</b>            Preliminary research was carried out in Mozambique and Botswana to begin the investigation into the development of an international supporters association.</p>	<ul style="list-style-type: none"> <li>• Constituency Building reports</li> <li>• Supporter survey</li> </ul> <p><i>"Being a supporter of Skillshare International has given me a focus for my interest in international development by keeping me in touch with current development issues, providing opportunities for me to interact with like minded people and attend events to increase my understanding of world issues."</i> Jan Mayers, Health Specialist</p> <ul style="list-style-type: none"> <li>• Supporter recruitment sheets</li> <li>• Event report</li> <li>• Overseas visit report</li> </ul>

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Establish a programme of development education</p>	<p>Effective Skillshare International development education programme established</p>	<p><b>Work with Medical Students</b>            SKI finalised an agreement with Leicester University to establish a new health and development course for third year medical students. We designed the curriculum for the course due to start in September 2002.</p> <p>We have supported two medical schools in London to teach development issues. For example, three returned development workers and health trainers participated as visiting lecturers in a University College London course for 15 first year medical students.</p> <p><b>DFID Policy Forum</b>            500 supporters were informed of local policy forums and 23 registered to attend. Six supporters wrote reports on the forums which were collated and reviewed in the SKI newsletter.</p> <p><b>Enabling Effective Support in the East Midlands</b>            Skillshare International provided strategic leadership and co-ordinated the process of establishing a regional development education strategy for schools.</p> <ul style="list-style-type: none"> <li>• SKI co-ordinated the establishment of a steering committee and hosted all meetings. The core group consisted of 12 representatives from four LEAs and 8 voluntary organisations and universities.</li> <li>• SKI managed the consultation and research process leading to production of a draft strategy, including employing a co-ordinator, managing consultants and leading five other organisations involved in this process.</li> </ul> <p><b>School Linking</b>            November 2001: Staged workshop looking at school linking with Mozambique bringing together head teachers from schools with links, the Mozambican High Commissioner and British Council representatives.</p>	<ul style="list-style-type: none"> <li>• Constituency building reports</li> <li>• SKI policy forum report</li> <li>• Mozambique school linking report</li> </ul>

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

<b>Key Strategy</b>	<b>Success Criteria</b>	<b>Progress towards achieving Success Criteria</b>	<b>Data Source</b>
Explore the potential of IT for development education	Development education programme piloted through the internet	<p>2001/02 saw the identification of target audiences for Skillshare International's development awareness programme and the establishment of partnerships with education institutions to allow us to begin working with those target audiences.</p> <p>In future years we will develop the mechanisms for delivering our development awareness message to the target audiences we have identified. This will include working through the internet to deliver development awareness.</p>	Constituency building report

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Support relevant campaigns on development issues, including initiating Skillshare International's own campaign work</p>	<p>Engagement in campaigns on development issues</p>	<p><b>2001 General Election Campaign</b> Skillshare International was involved in the inter-agency "Global View" Campaign. Supporters engaged in the campaign and were asked to push for global development issues to be on the agenda at the time of the election. Skillshare also engaged supporters of the Yemeni Development Foundation (one of our partner organisations) in Birmingham in this campaign.</p> <p><b>0.7% campaign: e-campaigning</b> 80 supporters were invited to send e-postcards to Gordon Brown as part of BOND's 0.7% campaign to put pressure on the government to commit this percentage of GNP to the aid budget.</p> <p><b>Trade Justice Lobby</b> Supporters were invited to lobby parliament for trade justice and four London based supporters and representatives from Skillshare International joined the parade.</p> <p><b>Globeshare – WSSD Campaign</b> SKI was one of three organisations which founded Globeshare: Leicester's response to WSSD. Globeshare encouraged Leicester people to take action on local and global issues of sustainable development. Some Globeshare activities in this period were: Stop AIDS campaign: SKI arranged for the Stop AIDS campaign speaker tour to come to Leicester. Fairtrade Fortnight 2002: Skillshare is a representative of the Globeshare fairtrade group and engaged in activities, including a public forum with Patricia Hewitt and representatives from the city council and the Fairtrade foundation.</p>	<ul style="list-style-type: none"> <li>• Constituency building reports</li> <li>• SKI newsletters</li> <li>• Internal report on the policy forums</li> <li>• Globeshare evaluation</li> </ul>

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Engage with representative bodies and other development institutions to increase Skillshare International's contribution to international development</p>	<p>Improved public understanding and support to development issues</p>	<p>SKI has participated in and contributed to several networks at different levels, including British Organisation of NGOs for Development (BOND), British Volunteer Agencies Liaison Group (BVALG), FORUM, DFID Development Forums, International Volunteer Sending Organisations (IVSO), EU Assembly, UK NGO Aids Consortium, Development Education Association and Action for Southern Africa (ACTSA).</p> <p>As a result of participating in various networks and being elected onto several executive boards, such as Chair of BOND and Honorary Treasurer for Forum, Skillshare has developed greater support for international development and improved public awareness. These positions provide us with opportunities to raise awareness of our work and to give inputs into development processes that the networks participate in, thereby reaching a wider audience than we would otherwise do.</p> <p>Our trustees have links with different networks and institutions. For example, one trustee works with students at Birmingham University and has been using Skillshare as a case study for the past five years thereby raising awareness of international development among students.</p> <p>Skillshare International's involvement in networks within the EU has contributed to raising awareness of international development among other groups and organisations in Europe. Learning has been shared with representatives from organisations in countries such as the Czech Republic, Slovakia, Poland and Malta.</p> <p>Skillshare International was a founder member of the Globeshare partnership which promoted awareness of local and global sustainable development issues in the lead up to WSSD. Partners in the initiative included Oxfam, Environ, Leicestershire AIDS Support Services (LASS) and Leicester City Council.</p>	<ul style="list-style-type: none"> <li>• Constituency building report</li> <li>• Trustee reports on external links</li> </ul>

**Strategic Outcome 3:** *A broad constituency built with an enhanced understanding and awareness of the importance of international development*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Promote and disseminate information about Skillshare International's work and the context in which it takes place</p>	<p>Greater awareness of Skillshare International's work</p>	<p><b>Publications:</b> Our publications have been distributed to key stakeholders including donors, supporters, government ministries, partner organisations and members of civil society which has increased awareness of our work and the context in which it takes place.</p> <ul style="list-style-type: none"> <li>• Distribution of 3000 Annual Reviews in 2000/2001 and 2001/2002</li> <li>• Distribution of 2000 Newsletters in July 2001, November 2001, March 2002</li> <li>• Distribution of Who We Are leaflet - an innovative publication produced specifically for members of civil society without development experience.</li> <li>• Distribution of South Africa Country Plan and Constituency Building Plan</li> </ul> <p><b>Website:</b> Our website (<a href="http://www.skillshare.org">www.skillshare.org</a>) is continually updated and is a useful source of information for our international audience. All our publications can be downloaded from it. Over 40% of DW/HT applications came via the website.</p> <p><b>Media relations:</b> Our media relations activities have raised awareness of our work and development issues in general, particularly to members of civil society in the East Midlands.</p> <ul style="list-style-type: none"> <li>• Media coverage in local and regional press on a monthly basis</li> <li>• Interviews on local radio stations and interviews on TV networks</li> </ul> <p><b>Capacity building:</b> Two training workshops held for country office and regional office staff on information dissemination which have increased the capacity of our staff to promote our work internationally.</p> <p><b>Awards:</b> Skillshare International received a commendation at the 2002 Charity Awards for achievements in charity management. This helped promote our work and also gave us validity from an external body.</p> <p><b>Events:</b> Skillshare International was officially launched in June/July 2001. Our offices in every country introduced the new corporate image to partner organisations, government officials, development workers and civil society. SKI has also had display stands at events and exhibitions all over the UK, including Volunteering World, DFID Development Policy Forums and Fairtrade Fortnight.</p>	<ul style="list-style-type: none"> <li>• Annual reviews</li> <li>• Newsletters</li> <li>• Constituency building report</li>   <li>• <a href="http://www.skillshare.org">www.skillshare.org</a></li>   <li>• Durrants press cuttings</li> </ul>

#### Strategic Outcome 4:

***Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.***

This strategic outcome focuses on a range of organisation-wide issues, such as systems of monitoring and evaluation, governance, human resources and skills development and financial diversification, with an increased emphasis on contributions from regions of operation. As such, information has been drawn from each of our corporate units: Corporate Services, External Relations, International Programmes and People and Organisational Development.

In terms of organisational monitoring and evaluation, an overall report on systems is included in this PPA report. The report on strategic outcome 4 details the reviews carried out within the organisation specifically to monitor and evaluate the corporate strategy, country plans and regional plan. Country plans have been published for six of the countries in which we operate. A further three country plans and one regional plan have been drafted since then, covering all of our geographical areas of work.

As a result of various internal and external changes, Skillshare International is currently reviewing its governance structures. Invitations to tender for an overall review of Skillshare International's governance were extended to selected organisations with a deadline of June 14, 2002. The process and outcome will therefore be reported on in the second PPA report. In order to contribute towards the further devolution of powers to regional, national and local levels, we are currently working towards establishing Programme Advisory Committees in each of our countries of operation.

An important aspect of work in the area of skills development and human resources has been the development of a quality and continuous improvement course. All new staff now attend this, and trustees are also welcome to participate. All development workers and health trainers are involved in the quality course as part of their pre-departure training. Trustees and PAC members also undertake programme visits in order to increase their knowledge and understanding of our work and provide valuable links.

In relation to the financial success criteria, this report details the increased funding from sources beyond DFID's Civil Society Department. These sources include Comic Relief, the National Lottery Charities Board and the EC in addition to various trusts. Data from our annual financial statements provides evidence of a sound financial base.

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Develop a feedback system for the Corporate Strategy, Country and Regional Plans</p>	<p>Systems for monitoring and evaluation of the Corporate Strategy, Country and Regional Plans in place</p>	<p>Model of monitoring the corporate strategy</p> <ul style="list-style-type: none"> <li>▪ Corporate Specific Objectives (CSPOs) form the organisational development plan and provide further detail on the strategic objectives. Updates on progress towards achieving CSPOs are made annually at the management group meeting and an annual report is then presented to the board of trustees.</li> <li>▪ Baseline surveys were conducted in each of the countries in which we work during 2000. The purpose of these surveys is to identify the current situation and the organisational needs for the transformation of current and potential partner organisations operating in the sectors of the country plans.</li> </ul> <p>Model of monitoring country plans against programme objectives</p> <ul style="list-style-type: none"> <li>▪ Quarterly PAC reviews</li> <li>▪ Annual management group reviews</li> <li>▪ Annual board reviews</li> <li>▪ Mid-term review of the country plans commenced in April 2002.</li> </ul> <p>A separate report is included detailing the development of our systems for monitoring and evaluation throughout the evaluation.</p>	<p>Corporate strategy</p> <p>International Programme Officer's records.</p> <p>Report on development of systems for reporting against the PPA (included in this report)</p>

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
Develop Country plans in new countries	Country plans for new countries published	Country plans have been published for Botswana, Lesotho, Mozambique, Namibia, South Africa and Swaziland. Draft Country/Regional Plans have been produced for the southern Africa region, India, Tanzania and Uganda.	Country plan publications

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
Develop Skillshare International's governance by further devolving of powers to regional, countries and local levels in part through enhancing the role of programme advisory committees	Management and governance structures established on a regional and country basis	<ul style="list-style-type: none"> <li>▪ PACs are in place in Botswana, Lesotho, Mozambique and Swaziland.</li> <li>▪ A new PAC has been established in Namibia and training has been held for 4 members. The PAC meets regularly and is looking to recruit further members. It is already involved in developing the Country Plan.</li> <li>▪ PAC Development: the potential for PACs to be established in former Action Health<sup>1</sup> countries was reviewed in February 2001. Prospective PAC members were identified for the Tanzania PAC in September 2001. Prospective members of the India PAC have also been proposed.</li> <li>▪ The southern Africa regional PAC has been deferred, pending the overall review of governance.</li> </ul>	CSPO reports

<sup>1</sup> Action Health and Skillshare International merged in 2000. Action Health operated programmes in India, Kenya, Tanzania and Uganda.

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
Sustain commitment to quality through systems development, customer focus and ways of working	External and internal customers' expectations met	<ul style="list-style-type: none"> <li>▪ Systems improvement: new staff training in quality and continual improvement techniques is now in place.</li> <li>▪ Process leader appointments have been made to give a more consistent level of service to customers across the organisation.</li> <li>▪ Structured approach to planning staff away-days and staff-trustees away-days is now in place.</li> <li>▪ Partner organisation inputs: systems have been developed and used in order to ensure the expectations of our partners are met. These include baseline surveys, mid-term reviews of Country Plans, stakeholder meetings, systems for identification and assessment of placements and projects, monitoring and evaluation systems.</li> <li>▪ Supporters' voice: An independent consultant carried out a survey among supporters in March 2002. The results of this consultation have been used to produce a supporters review. Initial consultations with local groups of supporters have been held in Leicester and Manchester regarding future meetings and the role of supporters.</li> </ul>	International Programmes Officer  Supporters review

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Ensure appropriate HR to enable Skillshare International to function effectively</p> <p>Continual development of skills of staff, trustees, Programme Advisory Committee (PAC) members and development workers</p>	<p>Highly skilled and motivated staff, trustees, Programme Advisory Committee (PAC) members and development workers</p>	<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>▪ There has been an overall increase in the budget allocated to individual, team and corporate staff development from £29,184 in 2001/2002 to £41,520 in 2002/2003. This also included budgets for 2 additional country offices and one new unit based in the UK.</li> <li>▪ We are in the process of obtaining our <i>investors in people</i> accreditation.</li> <li>▪ New staff attend the SKI quality and continual improvement course.</li> <li>▪ New UK staff induction programme was introduced in June 2002.</li> <li>▪ Induction/training courses have been developed. These courses took place for country office staff in December 2001 and May 2002.</li> </ul> <p><b>Trustees</b></p> <ul style="list-style-type: none"> <li>▪ Policy on trustee programme familiarisation was agreed by the Board in June 2001. This forms part of the trustee training plan and provides trustees with a greater understanding and knowledge of the programmes.</li> <li>▪ Policy on trustee training was agreed by the board in June 2001. This includes training trustees in both their roles and in their knowledge and understanding of the work of SKI.</li> <li>▪ Structured approach to planning annual staff-trustees away-days is now in place.</li> </ul> <p><b>Programme Advisory Committees</b></p> <ul style="list-style-type: none"> <li>▪ Proposed PAC members' CVs are submitted to the Board for approval.</li> <li>▪ Swaziland PAC training was held in March and July 2001. Namibia PAC training was held in February 2001. Training sessions were also held in Botswana and Lesotho.</li> <li>▪ It is now established practice that all key programmes in Botswana have been visited by at least one PAC member. This ensures that PAC members are able to contribute from first hand experience of the programme.</li> </ul> <p><b>Development workers</b></p> <p>Training programme has been developed, which all DWs attend.</p>	<p>Budget summary reports for 2001/2002 and 2002/2003.</p> <p>Head of POD records Training Officer's records CSPO reports</p> <p>CSPO reports</p> <p>Board papers 3/01 and minutes 4/01</p> <p>Board papers 3/01 and minutes 4/01</p> <p>CSPO reports</p> <p>Training Officer's records</p>

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Diversify sources of financial support to Skillshare International, including seeking resources within the regions of operation</p>	<p>Increased proportion of other funding sources beyond DFID Civil Society Department</p>	<p><b>Diversification of financial support</b>            Our basic grant from DFID totalled £1.88 million in 2000/1, therefore comprising 76.91% of our total income, compared with 74.55% in 2001/2. Funding provided under the PPA now includes moneys that were previously provided under several agreements with DFID, separate from our basic grant.</p> <p><b>Seeking resources within the regions of operation</b>            SKI has a policy of securing contributions from partner organisations where those organisations are able to contribute.</p> <ul style="list-style-type: none"> <li>▪ Database of potential funders in southern Africa has been developed and introductory visits made to regional funders in southern Africa.</li> <li>▪ Funding proposals have been sent to the following agencies: Kulima HIV/AIDS proposal sent to Global Fund in April 2002; REASWA proposal sent to GTZ and JICA in July 2002; LDP proposal sent to GTZ in January 2002.</li> <li>▪ Discussions have been held about partner contributions during assessment meetings with partner organisations in Botswana. Six of seven assessments made in 2001 will pay the whole local allowance.</li> <li>▪ New agreement has been signed with the Lesotho government but is awaiting implementation.</li> <li>▪ Baseline survey meetings have been held with partner organisations (Feb/March 2001) in India.</li> <li>▪ Government contributions were discussed with the Swaziland government and the Swaziland PAC during 2001. New partnerships are currently being assessed and developed, with a greater emphasis placed on partner contributions.</li> </ul> <p>Programme Funding Statistics database was introduced in 2001-2002 to give an overview of the funding requirements in each country and allow all staff involved in programme funding activities to view both secured and remaining funding.</p>	<p>Annual Review s 2000/1 and 2001/2</p> <p>CSPO</p> <p>UKMG notes and minutes (2001)</p>

**Strategic Outcome 4:** *Skillshare International's organisational, human and financial resources developed to enhance organisational effectiveness.*

Key Strategy	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Diversify sources of financial support to SKI, including seeking resources within the regions of operation</p>	<p>A sound financial base</p>	<p>Objectives set by the board in June 1998 remain current. For 2001/2 these were to continue the success in the following areas: increasing total income, increasing the proportion of income from sources other than from DFID, managing expenditure effectively and within budget, and maintaining an adequate level of reserves. The majority of these objectives have been met. SKI income in 2001/2 totalled £2.52 million, rising from £2.28 million in 2000/1.</p> <ul style="list-style-type: none"> <li>▪ SKI continues to manage financial resources effectively and within budget.</li> <li>▪ Level of reserves remains in accordance with policy principles and we maintain sufficient reserve as cash or short-term deposits to meet immediate needs.</li> <li>▪ 92% of expenditure is directly related to our charitable objectives, namely meeting the costs of running our programmes in Africa and India.</li> <li>▪ Regional funding secured from DFID South Africa supporting the LDP with a grant of over £45,000 during 2001/2.</li> <li>▪ Comic Relief funding increased from £51,825 in 2000/1 to £107,949 in 2001/2.</li> <li>▪ Projects income from the Community Fund increased from £285,992 in 2000/1 to £311,475 in 2001/2.</li> <li>▪ EC funding increased from £18,468 in 2000/1 to £37,498 in 2001/2, and £50,575 in April 2002.</li> <li>▪ In addition to these 5 principal donors, funding from various trusts has been maintained at over £60,000 during 2000/1 and 2001/2. This is a substantial increase on financial year 1999/00. New relationships are currently being developed with other trusts.</li> <li>▪ For the year 2002/3 APSO funding has increased to £120,000.</li> </ul>	<p>Financial statements for the year ended 31 March 2002</p> <p>Programme funding reports to the board</p>

## Risk analysis in relation to the Programme Partnership Agreement with DFID

We have considered the risks relating to achievement of the strategic outcomes in the PPA. In doing so, we have identified a number of types of "event" which have the potential to prevent SKI from achieving those outcomes. Many of these are specific single events. However some are short-term changes in the environment.

We have then considered both the probability of each event and the severity or impact that it would have on our ability to achieve the outcomes. In doing so, we have used the following operational definitions.

### Probability

Low	Unlikely to occur but possible
Medium	Could be expected to occur at some time during the period under consideration (for example the period of the PPA)
High	Likely to occur several times, or frequently, during the period

### Severity (Impact)

Low	Functional failure which has no potential for affecting the work of the organisation
Medium	Failure with potential to cause some disruption to the work of the organisation
High	Failure causes significant impact on the organisation in respect of capability, funding or reputation

From these we can estimate risk according to table 1 below.

**Table 1**

### Risk

Probability \ Severity	Low	Medium	High
Low	1	2	3
Medium	2	3	4
high	3	4	5

Low risk  
Medium risk  
High risk



**Table 2**

Risk factor	Probability	Severity	Risk
<b>External factors</b>			
Natural disasters	M	M	3
Civil or political unrest	M	M	3
International conflict	M	M	3
HIV/AIDS affects skilled labour supply	M	M	3
High mobility of skilled labour	M	M	3
Policy environment not conducive for development of Civil Society Organisations	L	H	3
Policy environment not conducive to development of government partners	L	H	3
Audiences not receptive to development awareness information being disseminated	M	M	3
Hostile public attitudes towards International Development	M	M	3
Legitimacy of the concept of volunteering is eroded	L	H	3
Bureaucratic delays in the countries we work in	M	L	2
Shift in focus of external funders	M	M	3
<b>Internal factors</b>			
Failure to identify partner organisations	L	M	2
High turnover of partner organisation staff	M	M	3
Failure to recruit development workers with the right skills and capabilities	H	L	3
Failure to identify a wide range of partner organisations in the UK	L	M	2
Failure to collaborate with a wide range of partner organisations in the UK	L	M	2
Failure to establish SKI credibility to undertake development awareness and advocacy	L	M	2
Failure of effective governance systems	L	H	3
Failure to recruit and retain capable staff	M	M	3
Failure of funding strategy	L	H	3
Collapse of Skillshare International's major income base	L	H	3
Failure of key internal IT systems	M	M	3
Failure of technical support	M	M	3

## Outcome

The results of our risk assessment are shown in table 2. This represents an aggregate for the organisation. Plainly, an event such as a natural disaster in any particular country could have a severe impact on our programme in that country. However, it would be unlikely that the event would prevent us from continuing to work effectively in other countries.

Our assessment is that there is no more than a medium risk overall of not achieving the strategic outcomes set out in the PPA.

### **Developing systems for monitoring and evaluation of the PPA**

Skillshare International currently has a framework for reporting on the Corporate Strategy (represented in the table on page 40), which generates monitoring and reports at all levels of the Corporate Strategy, from the five main Strategic Objectives, down to objectives for specific interventions.

Our intention is to bring this framework together with a reporting framework for the PPA, in a way that ensures linkages of Corporate Strategic Objectives and Programme Strategic Objectives with the PPA Success Criteria. At the same time we will

- build into the framework a much greater emphasis on outcomes and impact at each level,
- review the existing systems, and
- review the linkages between different parts of the framework.

The following specific actions are planned:

- During 2003 we will be carrying out a major review of systems for assessment, monitoring and evaluation of interventions at the level of individual interventions and this will ensure developments both in terms of a focus on outcomes, and linkages with the PPA framework.
- This review will also include developing systems at the level of partnerships: a format for a Joint Development Strategy between partners and SKI.
- Changes will be made to the formats of annual reports on programme objectives, and annual reports on corporate specific objectives, to ensure that they are outcome focused during 2003.
- September 2002 will see the completion of mid-term reviews of country plans in all countries, and this will help to generate some information about outcomes at the level of partnerships.
- From mid 2003 to mid 2004 we will be carrying out a review of implementation of the corporate strategy, again ensuring a focus on outcomes and impact. This will inform the development of the new corporate strategy for early 2005.
- During 2003 will also be looking at developing appropriate models to monitor and evaluate the impact of constituency building activities.

Corporate Strategy System	Linkage to PPA	What we currently do	Reports generated	What we intend to improve
Strategic Objectives (5)	PPA Strategic Outcomes (4)	Corporate Strategy Review (five yearly)	Corporate Strategy Review	
Corporate Strategic Objectives	PPA Success Criteria	<ul style="list-style-type: none"> <li>Annual Reporting</li> <li>Review at the end of the Corporate Strategy period</li> </ul>	<ul style="list-style-type: none"> <li>Annual updates and evaluation to Management Group</li> <li>Annual reports to Board</li> <li>Occasional reports on individual objectives</li> </ul>	<ul style="list-style-type: none"> <li>Database system to ensure "live" reporting</li> <li>Incorporate outcome reporting in the designated format</li> <li>Reduce the number of CSPOs in the next Corporate Strategy</li> </ul>
Programme Strategic Objectives	Feeds into success criteria	<ul style="list-style-type: none"> <li>Baseline surveys</li> <li>Statement of Programme Activities</li> <li>Annual Reports against SOPas</li> <li>Mid term review of Country Plans</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports to PACs</li> <li>Monthly reports to Corporate Managers</li> <li>Annual SOPA reports to Management Group</li> <li>Annual Report to Board</li> <li>Mid term review – report to Board</li> <li>Outcome Surveys</li> <li>Programme visit reports</li> <li>Specific consultancy reports</li> </ul>	<ul style="list-style-type: none"> <li>Ensure consistency</li> <li>Measure outcomes</li> <li>Measure impact</li> </ul>
Objectives for partnerships	Feeds into success criteria	<ul style="list-style-type: none"> <li>Specific partnerships with set objectives within a project framework (only in cases of project funding)</li> </ul>	<ul style="list-style-type: none"> <li>Project evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Establish system for documented partnership objectives</li> <li>Monitoring and report on progress towards partnership objectives</li> <li>Systems for measuring outcomes and impact</li> </ul>
Objectives for specific interventions (DW/HT placement, project funding, LDP)	Feeds into success criteria	<ul style="list-style-type: none"> <li>Identification and assessment process for placements and projects</li> <li>Monitoring and evaluation process for placements and projects</li> <li>LDP selection process</li> </ul>	<ul style="list-style-type: none"> <li>Project evaluations</li> <li>DW/HT monitoring reports</li> <li>Quarterly project monitoring reports</li> <li>Project funding reports to donors</li> </ul>	<ul style="list-style-type: none"> <li>Review of systems taking place with Country Office staff during 2003</li> <li>Systems for impact assessment to be developed</li> <li>Common standard for all systems</li> </ul>

## Acronyms

BoT	Board of trustees
CS	Corporate strategy
CSPO	Corporate specific objective
CS	Corporate services unit
DW	Development worker
ER	External relations unit
GTZ	German Agency for Technical Cooperation
HT	Health trainer
IP	International programmes unit
JICA	Japan International Cooperation Agency
LDP	Leadership Development Programme
LSMHP	Lesotho Society of Mentally Handicapped Persons
MCM	Meeting of corporate managers
MGM	Management group meeting
MTR	Mid term review
NRDP	Namibia Rural Development Project
OS	Outcome survey
OT	Occupational therapist
PAC	Programme advisory committee
POD	People and organisational development unit
REASWA	Renewable Energy Association of Swaziland
SKI	Skillshare International
SoPA	Statement of Programme Activities
SWAGAA	Swaziland Action Group Against Abuse
UKMG	UK managers group (replaced by MCM in May 2002)
YDF	Yemeni Development Foundation