



PPA Progress Report

July 2002 - December 2003

Submitted by Skillshare International

April 2004

Introduction

This report describes the progress made from July 2002 to December 2003 in pursuit of the agreed objectives set out in the Partnership Programme Agreement (PPA) between the Department for International Development (DFID) and Skillshare International. The PPA came into effect from 1 April 2001, and runs for four years, to 31 March 2005. A report on progress during the period April 2001-June 2002 was submitted in April 2003.

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 sets out the ways in which Skillshare International 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 significant progress towards achievement of the strategic outcomes of the PPA during the period July 2002 - December 2003.

This report comprises:

- An executive summary of progress for each of the four strategic outcomes within the PPA.

Appendices provide more detail:

- Risk analysis report.
- Detailed report on achievements, challenges and outcomes relating to the success criteria.
- Programme summaries for each of the country, regional and development awareness programmes.
- Case studies, giving examples of the way we work with partners, and the outcome of that work with partners.

Executive Summary

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.

During the reporting period, Skillshare International has worked effectively to develop our concept and practice of partnership with civil society organisations (CSOs), national and local government, in order to be able to assist them in meeting their human development focused objectives. This has taken place in terms of:

- development of new joint development strategies with partners (e.g. DW placements with 110 partners in December 2003, compared to 79 in July 2002 – increases have been particularly dramatic in India and Swaziland);
- flexibility and diversity in developing Skillshare International's inputs, (e.g. a flexible approach to the development worker model);
- further development of the Leadership Development Programme (LDP). Twenty three leaders from Southern Africa took part in the LDP using training models that were specifically focused to a development context;
- development of consultative skills within Skillshare International staff and training carried out for 23 outgoing DW/HTs as facilitators of change;
- internalisation within Skillshare International of a holistic approach to organisational assessment (e.g. programme systems have been developed in line with the holistic approach).

This has resulted in a combination of outcomes for partner organisations, evidenced in the case studies attached, and in the results of the country plan reviews conducted at the end of 2003. By the end of the reporting period an increased number of our partners:

- have improved and expanded the services they offer to their clients;
- perceive a need for holistic organisational change within their organisation as a result of Skillshare International's interventions;
- have gained more tools and strategies to address their human development focus;
- perceive Skillshare International as an agency that is able to offer consultative support (an increasing number of partners are approaching Skillshare International for whole systems transformation consultancy);
- have improved their fundraising capacity and have better access to funding (e.g. the number of projects funded through Skillshare International increased from 10 to 16 from 2001-2002 to 2002-2003).
- have been involved in the sharing of best practice across regions and countries.

Skillshare International continues to face challenges in its capacity building work:

- Instability of CSOs encourages them to adopt a short term outlook – many CSOs are operating in an insecure environment, both in terms of funding and in human terms with HIV/AIDS being a major contributor. This can block the adoption of a long term strategic vision.

- Holistic systems within Skillshare International are still young and frail. All programme staff and outgoing DW/HTs have been trained. However, experience in these approaches is still building within the organisation and at this point the holistic approach can be high maintenance for Skillshare International, particularly in terms of the capacity of country offices.

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

Skillshare International has established regional offices to manage and develop programmes at a regional level. By focusing our energies on operating at regional and country levels, Skillshare International has been able to bring partner organisations together across borders.

There have been a number of coalition building initiatives at regional and country level during the reporting period in each of the three regions that Skillshare International works in and some examples of these are given below. Initiatives have taken the form of:

- Sharing of experience and best practice;
- Workshops to plan working together strategically;
- Development of joint funding proposals.

A significant initiative has been the consultancy carried out by Skillshare International for the Southern Africa Development Community's Health Services Coordinating Unit (SADC-HSCU). Funded by DFID through SADC and co-ordinated by Skillshare International's regional office during 2003, the study was to establish the capacity building needs of organisations of people living with HIV/AIDS (PLWHA), using the resources and networks of the Skillshare International country offices in Botswana, Lesotho, Namibia and Swaziland. A comprehensive overview of PLWHA organisations operating in each country was produced and has led to further networking and exchange between these organisations.

In Southern Africa, Skillshare International has facilitated visits between partner organisations working in the HIV/AIDS sector in the region. For example, the Lesotho country office organised a study tour of five partner organisations from Lesotho to learn about the hospice concept in South Africa and Swaziland in order to provide support for people living with HIV/AIDS. This resulted in further work employing a short term placement to carry out a situational analysis for the development of a hospice in Ha Mohatlane Community Centre in Lesotho.

The second half of 2002 saw the culmination of the work towards the World Summit on Sustainable Development (WSSD). The highlight of the work was the participation of partner organisations and Skillshare International at the NGO Forum in Johannesburg. It is important to note that this was actually the beginning of new partnerships for all the stakeholders involved. In Southern Africa, the work has continued beyond WSSD, with partner organisations working towards identifying policy issues from the summit and developing strategies for addressing them.

In India, Skillshare International has regularly organised and facilitated well attended, successful workshops for partner organisations working in community health, livelihoods and empowerment of tribal groups. The main objectives are to enable training to take place and to share information at a country level.

As a result of our work:

- partner organisations have been able to place their work within the wider development context and obtain new perspectives on changing needs;
- sharing of information between partner organisations has led to joint learning and strategising;
- partner organisations have identified best practice and Skillshare International's organisational structure is creating opportunities to share such best practice across continents, regions and countries.

Skillshare International's challenge over the coming period is to develop formal systems for identifying best practice and learning. A further challenge is the capacity needed to be able to develop coalitions effectively, this requires both time and a strategic approach, and regionally there are only limited donor funds available for such activities.

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

During the period July 2002 to December 2003, our activities have focused on consolidating key areas of work and building the foundation for the other areas of work. The progress reflects these deliberate efforts to ensure the sustainability of significant pieces of work in the area of development awareness, in particular, and working with supporters in general.

The activities have therefore been able to contribute towards our broader objective to develop a wider constituency base. For example, we have continued to improve the quality of our publications by responding to the needs of different target audiences. Over the last year, the annual review has undergone further changes, bringing real life experiences to the reader and creating a level of understanding, appreciation and support for the work. In addition to printed publications, Skillshare International has taken the opportunity provided by the BBC Lifeline Appeal programme to convey our ways of working and approach towards international development. This visual production has been able to reach a much wider audience than our publications normally would and the impact on other areas of our work such as recruitment has been very positive.

Related to this is the work we do with supporters. After the successful integration of the two different approaches to working with supporters from Action Health and Skillshare Africa¹, we have been able to develop policy frameworks and strategies to carry this work forward. The highlight of the work with supporters has been our innovative work in creating an international base of supporters in Lesotho. This group was launched in December 2003. In its first quarter, the response from the general public has been very encouraging and we hope that this will be a success story by the end of the pilot period.

Other activities have included working with supporters and involving them in activities such as the 0.7%, Jubilee Debt and HIV/AIDS campaigns. Building on the experience of our partner organisations, Skillshare International has worked with supporters to raise awareness of issues around the Stop AIDS campaign, including our involvement with Action Aid's 'Broken Landscapes' photographic exhibition and working with Leicestershire AIDS Support Services to conduct awareness-raising sessions for university students.

A final area of work that has progressed significantly is the development awareness programme. Over the last 18 months, we have been able to consolidate our work with Leicester Medical School on the Special Study Module (SSM) on health and development

¹ Action Health and Skillshare Africa merged in 2000 to form Skillshare International

and also the work with the East Midlands Network for Global Perspectives in Schools (EMNGPS). This work with the EMNGPS has now been established and a full time co-ordinator, hosted by Skillshare International, is working with members of the network on the implementation of the strategy and planning for future developments. This has contributed to the stability of the EMNGPS and increased the ability and capacity of the members to contribute effectively. With regard to the SSM, Skillshare International is now looking to progress this beyond Leicester Medical School and develop further resources that will enhance the delivery and sustainability of the work.

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

During 2003, Skillshare International conducted a review of its corporate strategy, which covered the full range of our work in all our countries of activity. Each regional and country programme was reviewed, the larger programmes by external consultants. The findings will be available in 2004, but to some extent the work of the review informs this report.

In terms of internal organisational development, we have made progress in a number of areas:

- The governance arrangements were reviewed by external consultants in 2002-2003. There were a number of recommendations, primarily concerning the main Board and its relationship to subsidiary companies. On this basis, a number of improvements have been made and processes established for the recruitment and development of trustees which will be implemented in 2004.
- The key development in the development of our human resources has been the process of attaining accreditation from **Investors in People**. We have chosen not to see this as an end in itself, but as a vehicle for revisiting and improving all of our systems in relation to human resources. The assessment process focussed on our UK operations. However, we have implemented each of the changes made across the whole organisation and will be embarking on a process to broaden accreditation to other parts of the organisation, initially through Investors in People South Africa.
- In terms of staff development, key improvements have been the introduction of training plans at the organisation-wide level, the introduction of individual annual reviews, individual training plans and a system for keeping training records. At Board level, we have undertaken a skills audit and will use this to guide trustee recruitment and development over the next period.

In 2002-2003, Skillshare International continued the trend of increasing the proportion of financial support from sources other than DFID. Our PPA grant from DFID totalled £1.93 million in 2002-2003, and comprised 73.9% of our income, compared with 74.55% in 2001-2002. This period also saw increases in our total income, increases in 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, despite the difficulties presented by the dramatic and sustained strengthening of the Rand against the Pound during this period, which has a significant impact on our effective resources. Skillshare International's income in 2002-2003 totalled £2.61 million, rising from £2.52 million in 2001-2002.



Appendix 1: Risk Analysis

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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 Skillshare from achieving those outcomes. Many of these are specific single events. However some are short-term changes in the environment.

We 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)

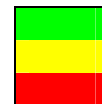
- Low Functional failure which has no potential for affecting the work of the organisation
- Medium Failure with potential to cause some disruption to the work of the organisation
- High Failure causes significant impact on the organisation in respect of capability, funding or reputation

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

Table 1: Estimated risk according to probability of occurrence and severity of impact

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

Low risk
Medium risk
High risk



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.

There is one change in this assessment of risk compared with our assessment in 2003. We now consider that the prevalence of HIV/AIDS in the countries within which we work means that the probability of an effect on the supply of skilled labour is high, compared to our assessment of medium in 2003. As a consequence, the overall risk for this factor in relation to the PPA moves from medium to high. However, a significant part of our work is with partners in the area of HIV/AIDS. Our acceptance of a higher level of risk for the factor is therefore consistent with our commitment to address this area, and in full recognition of the possible consequences.

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

Table 2: Risk assessment by factor, showing strategic outcomes affected.

Risk factor	Principal relevant strategic outcomes	Probability	Severity	Risk
External factors				
Natural disasters	1	M	M	3
Civil or political unrest	1	M	M	3
International conflict	1	M	M	3
Instability of currency markets	4	M	M	3
HIV/AIDS affects skilled labour supply	1	H	M	4
High mobility of skilled labour	1	M	M	3
Policy environment not conducive for development of Civil Society Organisations	2,3	L	H	3
Policy environment not conducive to development of government partners	2,3	L	H	3
Audiences not receptive to development awareness information being disseminated	3	M	M	3
Hostile public attitudes towards International Development	3,4	M	M	3
Legitimacy of the concept of volunteering is eroded	3,4	L	H	3
Bureaucratic delays in the countries we work in	1,4	M	L	2
Shift in focus of external funders	1,4	M	M	3
Internal factors				
Failure to identify partner organisations	1,2	L	M	2
High turnover of partner organisation staff	1,2, 4	M	M	3
Failure to recruit development workers with the right skills and capabilities	1,4	H	L	3
Failure to identify a wide range of partner organisations in the UK	2,3	L	M	2
Failure to collaborate with a wide range of partner organisations in the UK	2,3	L	M	2
Failure to establish Skillshare International credibility to undertake development awareness and advocacy	3	L	M	2
Failure of effective governance systems	4	L	H	3
Failure to recruit and retain capable staff	4	M	M	3
Failure of funding strategy	4	L	H	3
Collapse of Skillshare International's major income base	4	L	H	3
Failure of key internal IT systems	4	M	M	3
Failure of technical support	4	M	M	3



Appendix 2:

Detailed report of progress against Success
Criteria, by Strategic Outcome

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Key strategies	Success Criteria	Progress towards achieving Success Criteria	Data Source
<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>Achievements</p> <p>Between July 2002 and December 2003, the achievements in terms of inputs under this success criteria can be identified under four main areas:</p> <p>Skills Development</p> <ul style="list-style-type: none"> • Between July 2002 and December 2003, the total number of DW/HTs placed numbered 132. • A more strategic and programmatic approach to the placement of these volunteers has been apparent. Examples include the way that HTs input into the development of Occupational Therapy regionally in East Africa and Skillshare International's engagement with peace networks such as COPA and Action across East and Southern Africa. • 2 DWs have been placed at regional/continental level both in Southern and East Africa. • APSO Specialist Service Overseas (SSO) scheme has been used to assist partner organisations and country offices to carry out detailed situational analyses. <p>Organisational Development</p> <ul style="list-style-type: none"> • Organisational diagnosis and consultancy is used as a regular part of our work with partners. • 23 outgoing DW/HTs attending training module introduced for DWs in acting as a facilitator of change (UK-based training only). <p>Leadership Development Programme</p> <ul style="list-style-type: none"> • LDP is now one of the 'traditional' inputs to partner organisations – four waves have run. • LDP has been internalised within Skillshare International systems. • 18 leaders of partner organisations and 4 Skillshare International programme staff from six Southern African countries participated in the programme between July 2002 and December 2003. • New 'Quality Model', developed jointly with Simmons Dickinson, used to run 6 Quality Training courses for DW/HTs and staff. <p>Project funding</p> <ul style="list-style-type: none"> • During 2002/03 12 new proposals were submitted, and £297,807 of new project 	<p>Case Studies</p> <ul style="list-style-type: none"> • Angoche municipal council, Mozambique (CS11M) • TVET consultancy, Lesotho (CS7L) • Emang Basadi, Botswana (CS2B) • SLADS, India (CS5I) • Botshelo, Botswana (CS3B) • Samraksha, India (CS4I) • OTDS, East Africa (CS16EAR/UG) <p>Other</p> <ul style="list-style-type: none"> • CLaSH annual report to Comic Relief 2004

		<p>funding raised.</p> <ul style="list-style-type: none"> • Substantial new funding secured for partner organisations programmes - Enable (South Africa), CLaSH (Namibia). • Engagement with a range of donors has improved service delivery by introduction of new approaches and concepts by donors, e.g. increase in parental involvement at CLaSH in Namibia. • See entries under "Funding from other sources" below. <p>Challenges</p> <ul style="list-style-type: none"> • Systems to generate information on impact of new inputs needed. • Some partner organisations' perception of what Skillshare International offers is still based on the traditional volunteer sending model. • Capacity of Skillshare International's country offices varies. • Holistic approach requires increased demands on country office staff time. • Cost recovery for Skillshare International staff time spent on consultancies. • Only one leader of each partner organisation attended LDP - need to involve all management (consolidation workshops planned for March-June 2004 to address this challenge). • Skills and resources to sustain LDP, and to expand to East Africa and India. <p>Outcomes</p> <ul style="list-style-type: none"> • Improvements have meant immense difference in the lives of beneficiaries ranging from improved health status in India, enhanced levels of confidence among disadvantaged groups in Botswana, reduced social isolation of children with hearing impairment in Namibia. • Partner organisations better able to take long term approach to visioning and strategy. • Skillshare International working strategically; improved staffing skills in leadership and consulting. • Partners involved in LDP report more inclusive management style. • Improvement made in specific systems of partner organisations. 	
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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 strategies	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>Achievements</p> <ul style="list-style-type: none"> • During the period July 2002-December 2003, Skillshare International has provided 100 person-years of skills development in the form of DW/HTs to partner organisations in Africa and India. This represents a steadily growing programme and brings the total of development worker years since the PPA came into effect in April 2001 to 197. • We have continued to diversify the lengths and models of development worker agreements in line with the needs of our partner organisations, such as DCI SSO scheme, and short term placements/exchanges. <p>Challenges</p> <ul style="list-style-type: none"> • With the increasing diversity in the needs of our partner organisations we have to look at ways of tailoring our pre-placement preparation processes more directly to those needs. • Skillshare International still to develop systems to generate information on impact of new inputs. • Some partner organisations' perception of what Skillshare International offers is still based on the traditional volunteer sending model. <p>Outcomes</p> <ul style="list-style-type: none"> • Skills needs met through short-term specialist placements. • Stronger programme more finely tuned to the needs of partner organisations. 	<p>Case Studies</p> <ul style="list-style-type: none"> • Samraksha, India (CS4I) • Create, South Africa (CS15SAR) • Botshelo, Botswana (CSB3) • Ashwini, India (CS6I) • Leloaleng, Lesotho (CS8L)

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 strategies	Success Criteria	Progress towards achieving Success Criteria	Data Source
<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>Achievements</p> <ul style="list-style-type: none"> • Training for partner organisations in fundraising provided in Botswana, India and Namibia. • Substantial new funding secured for partner organisations' programmes - Enable (South Africa), CLaSH (Namibia). • 18 leaders of partner organisations and 4 Skillshare International programme staff from six Southern Africa countries participated in the programme between July 2002 and December 2003 <p>Challenges</p> <ul style="list-style-type: none"> • Skills and capacity of country office staff in fundraising/resource generation still to meet demands of this strategy in some countries. <p>Outcomes</p> <ul style="list-style-type: none"> • Resources available to partner organisations over a number of years allow them to plan more strategically. 	<p>Case Studies</p> <ul style="list-style-type: none"> • Enable, South Africa (CS14SA) • CLaSH, Namibia (CS12N)

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 cooperation</p>	<p>Strategies for continual improvement developed with partner organisations</p>	<p>Achievements</p> <ul style="list-style-type: none"> • A holistic approach to organisational assessment has been used by staff when discussing with partners the support required to help them achieve their vision – this has resulted of joint ownership of human development strategies with partner organisations. • Development of systems and training in above holistic approach to working planned for March 2004. • Facilitation of primary stakeholders events for data generation and project development, using participative tools from consultative approach <p>Challenges</p> <ul style="list-style-type: none"> • Systems and training still to be routinely embedded <p>Outcomes</p> <ul style="list-style-type: none"> • Partner organisations enabled to take longer term vision for development, and build strategy to achieve it; • Better integration of Skillshare International inputs within the overall vision of the partner organisation; • Flexibility and diversification of inputs and support from Skillshare International; • Greater involvement of DW/HTs in building capacity beyond their technical roles; • Joint development strategies in place; • Organisational consultancy services carried out by Skillshare International with partner organisations • Improved data and understanding of primary stakeholders' issues • Skillshare International repositioning – perceived by increasing number of partner organisations as an organisational development agency • Partner organisations report Skillshare International is able to meet their needs more effectively, and in a more empowering way where DWs are taking on role of facilitators of change 	<p>Case Studies</p> <ul style="list-style-type: none"> • OT work in Uganda/ Tanzania (CS14EAR/UG) • TXY project, Botswana (CS1B) • TVET consultancy, Lesotho (CS7L) • Angoche, Mozambique (CS11M) <p>Other</p> <ul style="list-style-type: none"> • Situational Analysis of Uru North Community, Tanzania, December 2003

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 strategies	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>Achievements</p> <ul style="list-style-type: none"> • Partner organisations facilitated to develop tools for measuring impact, e.g. Health Management Information Statistics, tracer studies. • Partner organisations facilitated to adopt more outcome focused planning processes. • Programme evaluation strategies developed with partners. • Skillshare International systems being reviewed in order to include impact measurement of interventions. <p>Challenges</p> <ul style="list-style-type: none"> • Instability of funding encourages partner organisations to adopt short term attitudes • Difficulties in attribution make measurement of impact more difficult <p>Outcomes</p> <ul style="list-style-type: none"> • Partner organisations better able to describe the impact of their work, e.g. Case Studies development, India; HMIS Simanjiro. • Increased number of tools available within Skillshare International to demonstrate impact. 	<ul style="list-style-type: none"> • Report to Community Fund on Health Management Information Systems in Simanjiro – see Tanzania programme summary.

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 strategies	Success Criteria	Progress towards achieving Success Criteria	Data Source
<p>Identify opportunities to establish programmes of cooperation between partner organisations across countries</p> <p>Pilot a programme of cooperation between organisations across countries</p>	<p>Joint programmes established between organisations across countries</p>	<p>Achievements</p> <ul style="list-style-type: none"> • Cross-border project between organisations from Botswana, Namibia and South Africa designed and submitted to a number of regional donors – outcome still awaited. • Skillshare International facilitated contacts between organisations of people living with HIV/AIDS across national orders. • BONEPWA shared experience of establishing a network of PLWHAs organisations with Lesotho and Swaziland • Regional programmes of work launched in Southern Africa in partnership with regionally based partners, e.g. International Federation of the Red Cross, ACTION. • Regional programmes of work in East Africa in preparation, e.g. programme of exchange between Tanzania OT Association and Uganda OT Association, and regional rainwater protection project. • SADC PLWHAs organisational gaps consultancy in Botswana, Lesotho, Namibia and Swaziland, involving staff, consultants and organisations from all four countries • Developed a joint bid for SADC Syndromic Management of STIs and BCC tender covering 4 countries (BLNS) • Environmental organisations from Lesotho, Mozambique, South Africa and Swaziland participated in a sub-regional workshop facilitated by Skillshare International to identify the potential for regional programmes in this sector. <p>Challenges</p> <ul style="list-style-type: none"> • Length of time required to build the relationships and prepare regional programmes • External funding required to sustain and grow regional programmes • Except for BLNS countries, donors supporting mainly national rather than regional programmes • Skillshare International capacity to strategise at a higher level and to assist partners to also do so is still being developed. • Openness and trust between organisations involved, specifically in relation to finance. • Lack of organisation-wide experience and skills in preparing bids to 	<p>Case Studies</p> <ul style="list-style-type: none"> • SADC capacity gaps of organisations and networks of PLWHAs consultancy (CS15SAR) • OT regional programme (CS16EAR/UG) <p>Other</p> <ul style="list-style-type: none"> • Workshop notes for sub-regional environmental workshop

		<p>reply to competitive tender in Skillshare International.</p> <ul style="list-style-type: none"> • No criteria and system in place to identify, establish, implement, monitor and evaluate programmes of co-operation. <p>Outcomes</p> <ul style="list-style-type: none"> • Links established between organisations involved, e.g environmental groups. • Organisational gaps have been identified, and strategies proposed to address key areas, e.g through the SADC HIV/AIDS study, through the preparation of the joint bid for SADC Syndromic Management of STIs and BCC. • Organisational learning and organisational strengthening between partners, e.g OT associations, schools and departments, East Africa. • Skillshare International gained credibility on providing organisational consultancy; good relationships developed with SADC-HSCU; comprehensive and detailed information generated about organisational capacity gaps. • Information sharing and joint planning between organisations from Lesotho, Mozambique, South Africa and Swaziland 	
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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>Pilot a programme of cooperation between organisations across countries</p>	<p>Changes in working practices resulting from learning from best practice</p>	<p>Achievements</p> <p>Progress from simply enabling learning across national boundaries towards changes in working practice, for example:</p> <ul style="list-style-type: none"> • In India, intra-country stakeholder meetings have enabled partner groups to learn from each other's experiences and have facilitated exchange of ideas, concepts. Stakeholder meetings have been held in 2002 and 2003 and will continue to be held in different locations on an annual basis. The meeting was appreciated by all partners who gave presentations on their activities and exchanged information. It also helped them to obtain new perspectives on changing needs faced by communities not only in health, but also in a larger context of development. • In Southern Africa, learning about the hospice-based model of providing support to people living with HIV/AIDS amongst Lesotho-based organisations from studying approaches in South Africa and Swaziland. Skillshare International facilitated a study tour of five organisations from Lesotho to South Africa and Swaziland. This has resulted initially in a feasibility study on a day hospice for HIV/AIDS conducted in preparation for establishing a day hospice at the Ha Mohatlane Community Centre in Lesotho. • In Southern Africa we facilitated the sharing of best practice and learning about care and support methods for children living with HIV/AIDS. Partner organisations in Lesotho, with country office staff, visited the innovative Baylor project in Botswana and this has resulted in ongoing support between partner organisations and improved organisational support in Lesotho. <p>Challenges</p> <ul style="list-style-type: none"> • Systems to identify best practice not yet developed. • Learning from best practice is taking place, but tends to be on an ad hoc basis, rather than centrally co-ordinated. <p>Outcomes</p> <ul style="list-style-type: none"> • This is still an innovative area and the outcomes are at an early stage. • Partner organisations and our own programme staff are recognising the value of such approaches and how they can be implemented. 	<p>Case Studies</p> <ul style="list-style-type: none"> • SLADS, India (CS5I) <p>Other</p> <ul style="list-style-type: none"> • Notes of Gudalur stakeholder meeting, see India programme summary • Programme reports

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>Pilot a programme of cooperation between organisations across countries</p> <p>Identify opportunities to establish programmes of cooperation between partner organisations across countries</p>	<p>Product/service delivery capacity of organisations involved in the partnership across countries enhanced</p>	<p>Achievements</p> <ul style="list-style-type: none"> Joint programmes have been established (see SO2 (i) above). It is too early to identify enhanced product/service delivery. <p>Challenges</p> <ul style="list-style-type: none"> At this stage, the focus is on enabling shared learning. The effect on organisational performance through joint working is yet to be addressed. <p>Outcomes</p> <ul style="list-style-type: none"> To be identified at a later stage. 	

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>Achievements</p> <ul style="list-style-type: none"> • Skillshare International took the opportunities provided by WSSD to build support amongst the public for Skillshare International's vision of sustainable development through public relations, campaigning and development awareness activities. • The work surrounding WSSD in Leicester greatly increased local people's awareness of international development issues and gave them many opportunities to take action. The key working partnerships that were established at the time are strong, and collaborative work continues. • Skillshare International's involvement also contributed to building the capacity of our partner organisations. The partner organisations involved have continued to engage and plan for other activities to address the issues from the Johannesburg Commitment beyond WSSD. • Skillshare International also promoted the establishment of new linkages, partnerships and networks at the national, regional and international level. <p>Networking</p> <p>Skillshare International has been working with umbrella NGOs to help build global partnership. The work with BOCONGO in Botswana and BOND in the UK is one such example. It is envisaged that this area of work will continue into the next corporate strategy period.</p>	<ul style="list-style-type: none"> • WSSD evaluation report • 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>Build a supporters' association for Skillshare International and develop it at international level</p>	<p>Larger supporter base</p>	<p>Achievements</p> <ul style="list-style-type: none"> Local groups of supporters have been set up in Manchester, Leicester, and London. A relationship has been entered with a corporate supporter, within the context of formulating an ethical policy to guide future corporate support. A review of supporter activities and administration has given structure and clarity to supporter opportunities as detailed in a new supporter pack outlining fund raising, development awareness, campaigning, giving and local groups. Supporters have taken part in all of these (please see separate case study for activities carried out for World AIDS Day 2002). Proactive and targeted recruitment of supporters has taken place through a wide variety of activities including a volunteer fair, a DFID Policy Forum, weekend music festivals, university events, cultural festivals and a youth conference. A brief leaflet has been produced for the prime purpose of recruiting supporters. Supporters have also been recruited through the Lifeline appeal, a mailing to all lapsed contacts, and through our website. Potential supporters in Lesotho were approached by Skillshare International's stakeholders and invited to an open day during which the purpose of the supporters' association in Lesotho was clarified and activities drawn up for the pilot period. Subsequent activities have included a family day, a fundraising appeal, weekly task team meetings, and a dinner dance launch. <p>Challenges</p> <ul style="list-style-type: none"> The capacity of the database as a tool for managing the supporter programme has been limited. It has been identified that recording supporters' areas of interest would allow us to be far more strategic when establishing supporter groups, recruiting, and planning activities for supporters. The initial enthusiasm and excitement surrounding the Lesotho supporters presents the challenge of maintaining the programme and meeting demand in a context of limited staff time and financial resources. The next challenge is to secure resources for this programme. <p>Outcomes</p> <ul style="list-style-type: none"> Over 100 new UK-based supporters were recruited through a variety of methods. The London group became well established and took an active role in the planning of a specific appeal to raise funds for a partner organisation in South Africa. 	<ul style="list-style-type: none"> Constituency building reports Corporate strategy review Lesotho supporters: report to the Board of Trustees Newsletters

		<ul style="list-style-type: none">• 138 supporters have been recruited in Lesotho and their individual areas of interest have been recorded in a spreadsheet. Over 300 people attended the dinner dance launch which was an extremely high profile event.	
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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>Achievements</p> <ul style="list-style-type: none"> • The Special Study Module (SSM) on Health and Development developed in partnership with the University of Leicester Medical School has been successfully run for two academic terms. The SSM facilitates a platform for returned development workers and supporters to share their knowledge and experience with medical students. In 2003, a questionnaire to measure attitudinal change was first piloted with SSM students in order to evaluate the impact of the global health module on the students. • The work with the East Midlands Network for Global Perspectives in Schools (EMNGPS) has progressed significantly since June 2002. Skillshare International now hosts the Network Co-ordinator, thereby building the capacity of the network and its member organisations to implement the strategy and facilitate future planning. • Skillshare International is an active member of the DEA adult and further education committee, working on the inclusion of the global dimension of education in further and adult education. <p>Challenges</p> <ul style="list-style-type: none"> • One of the challenges will be to replicate the SSM in other institutions of higher learning and ensure its sustainability through mainstreaming into core curriculum as well as developing a comprehensive databank of people to deliver the SSM. <p>Outcomes</p> <ul style="list-style-type: none"> • The SSM has attracted 29 students since December 2002, bringing together students, development workers, supporters and lecturers with experience of living and working in developing communities. As a result, the SSM has enabled Skillshare International to raise awareness of international development, health issues, the millennium development goals and the role of NGOs in the provision of health services and community transformation. • The development awareness programme has contributed to capacity building, facilitating the delivery of several INSETs activities for teachers, working with other members of the EMNGPS locally such as Nottingham, Leicester, Leicestershire and Derby. The review of the corporate strategy shows that Skillshare International has been able to bring to the EMNGPS, a global dimension that is based on real life experiences thereby adding value and relevance to the global perspectives in schools agenda. 	<ul style="list-style-type: none"> • Constituency building reports • Corporate strategy review • SoPAs 2002-2003 and SoPAs 2003-2004

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>Explore the potential of IT for development education</p>	<p>Development education programme piloted through the internet</p>	<p>Achievements</p> <ul style="list-style-type: none"> • Internet project in progress: A review of the on-line mentors took place and its potential to be implemented for schools was explored. • A draft proposal for developing case studies and an on-line hub of resources is currently under review and a pilot will take place in 2005. <p>Challenges</p> <ul style="list-style-type: none"> • The development of resources has two main audiences: health professionals and education practitioners. Therefore, case studies for health related professionals/students need to address curriculum requirements to give a global view of health and the role of NGOs in health care; while the on-line mentors system for the SSM needs to review accessibility and relevance of the projects to the on-line mentoring work in Africa and India. • For teachers and schools the development of case studies needs to engage all audiences with practical information about development projects suitable for educational proposes at key stage 2, 3 and 4. • The development of the on line hub of resources need to address the need for guidance and information about human development, its implications for health and education, and the role of NGOs to meet the Millennium Development Goals. The resources need to address curriculum developments currently required by lecturers, university students and teachers. 	<ul style="list-style-type: none"> • Newsletters • Constituency building reports

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>Achievements</p> <ul style="list-style-type: none"> • A representative group of 6 of our stakeholders from 6 different countries in the southern African region and the Director of Skillshare International attended the WSSD Civil Society Global Forum in Johannesburg. The Director addressed the forum and the event provided the stakeholders with networking opportunities with other like minded organisations globally. • As part of our involvement in the UK NGO AIDS Consortium we have engaged in the Stop AIDS Campaign. We took part in Action Aid's 'Broken Landscapes' photographic exhibition and facilitated awareness raising sessions in conjunction with Leicestershire AIDS Support Services for university and secondary school students. • As a founder member of Leicester Advocating Fairtrade (LAFT), Skillshare International has planned and carried out a number of awareness-raising events and activities to promote fairtrade and trade justice in conjunction with organisations including Oxfam, Christian Aid, CAFOD and WDM. For example, members of the public and Patricia Hewitt, Secretary of State for Trade and Industry, were invited to take part in unfair games designed to illustrate how poor countries must have rules in their favour if they are to overcome the disadvantages they currently face in trade. • In order to follow up on our involvement in the Jubilee Debt Campaign in 1998, supporters and staff took part in Jubilee Debt Day 2003, which marked the campaign's fifth anniversary by forming a human chain of red around Birmingham's city centre. <p>Challenges</p> <ul style="list-style-type: none"> • One challenge when engaging supporters in collaborative campaigns at a local, national and international level is monitoring their engagement, and therefore providing campaign updates to those who took action. <p>Outcomes</p> <ul style="list-style-type: none"> • Our campaigning activities around HIV/AIDS have enabled us to join forces with both UK- and internationally-focused organisations to raise awareness and tackle stigma and discrimination. • Well established links with organisations in Leicester have been important in terms of securing a higher public profile for Skillshare International in Leicester and recruiting locally-based supporters. • Many of the relationships and activities set up to mark WSSD in Leicester under the Globeshare 'banner' continued to develop after WSSD. 	<ul style="list-style-type: none"> • Newsletters • Constituency building reports

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>Achievements</p> <ul style="list-style-type: none"> • Skillshare International has continued to participate in and contribute significantly to several networks at different levels, including BOND, BVALG, FORUM, IVSO, UK NGO Aids Consortium, Development Education Association and the EMNGPS. For example, Skillshare International's CEO is currently Chair of BOND and President of International FORUM on Development Service. Skillshare International's Head of Corporate Services is currently a member of the BOND EU Committee and one of two delegates from BOND to CONCORD, the European Confederation. • It is important to note that at the country and regional levels, Skillshare International continues to engage with local umbrella bodies and other key players within the different countries. For example, in Southern Africa, Skillshare International has developed strong working partnerships with SADC and umbrella NGOs similar to UK's BOND. <p>Challenges</p> <ul style="list-style-type: none"> • One of our main challenges in this area is finding the necessary resources to engage with other organisations at the international/global levels. <p>Outcomes</p> <ul style="list-style-type: none"> • As a result of participating in various networks and being elected onto several executive boards, such as Chair of BOND and International FORUM on Development Service, Skillshare International 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. • Our involvement on the European circuit has been very rewarding in contributing to defining the agenda for NGOs at the EU. Skillshare International is also developing links with the EU development education groups which will enhance our development awareness programme and also strengthen the knowledge base of the organisation and partner organisations, both in the UK and abroad. • The partnership with the EMNGPS has been very successful in establishing a viable programme for Enabling Effective Support (EES). Skillshare International has played a vital role in nurturing and building the capacity of the Network and its members. 	<ul style="list-style-type: none"> • Constituency building report • Trustee reports • Corporate strategy review • Country plan reports

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>Achievements</p> <p>We have continued to produce publications as part of our strategy to share information on international development. The following publications have been disseminated to audiences across the UK and in countries where we work.</p> <ul style="list-style-type: none"> • 3000 annual reviews in 2002-2003; 2000 newsletters in August 2002, December 2002, March 2003; supporter pack and supporter leaflet. <p>The website (www.skillshare.org) is continually updated and is developing to be a very 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>Media relations:</p> <ul style="list-style-type: none"> • Media coverage in local and regional press in the UK on a monthly basis. • Media coverage in Southern African press, including South Africa, Botswana, Swaziland, Lesotho and Mozambique periodically. • Interviews on local radio stations and on TV networks, and interviews on radio and TV in Southern African, including South Africa, Botswana and Lesotho. <p>In June 2002, we were awarded a television appeal by the BBC Appeals Advisory Committee which was broadcast in February 2003. On Sunday 16 February and Wednesday 18 February, Richard E Grant appealed on behalf of Skillshare International for financial donations and human resources on the BBC's Lifeline programme.</p> <p>Challenges</p> <p>One of our main challenges will be to develop an organisation-wide information strategy that responds to the different needs in all the countries where we work.</p> <p>Outcomes</p> <p>The opportunity for our work to be broadcast on BBC ONE and BBC TWO enabled us to reach a far wider audience than we are usually able to do. This, coupled with the media exposure gained in the national, regional and local press and radio, has made a direct contribution to building a broader constituency base for Skillshare International and raised awareness of international development. We received over £11,000 in donations from more than 300 individuals. We received more than 200 enquiries from potential development workers and health trainers and our website hits more than doubled. The edited version of the programme is now being used for fundraising, development awareness and publicity purposes.</p>	<ul style="list-style-type: none"> • Annual reviews • Newsletters • Constituency building report • www.skillshare.org • Durrants press cuttings • Lifeline appeal evaluation

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>Achievements</p> <ul style="list-style-type: none"> • Review of corporate strategy and programme plans undertaken during 2003 across the full range of countries and work. Report to be produced in 2004. <p>Challenges</p> <ul style="list-style-type: none"> • Scale of the task and the impact on regular work. <p>Outcomes</p> <ul style="list-style-type: none"> • System enabled fullest yet participation of stakeholders in a review of this kind and provided a significant level of information for use beyond the single purpose of the review. 	<ul style="list-style-type: none"> • CSPOs • Board reports

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	<p>Achievements</p> <ul style="list-style-type: none"> • The criteria to evaluate the need to work in any given country has been developed: • The process has been piloted in Zambia and Kenya. • Researched opportunities for working in Sudan and Ethiopia. • Agreement of the Ministry of Home Affairs in South Africa in 2003 enables the placement of DWs in country. • Skillshare International (Ireland) established in 2003. <p>Challenges</p> <ul style="list-style-type: none"> • The "evaluating the need" process does not provide clear mechanisms for decision to work or not to work in any particular country. • Financial resources to meet the demand for programme growth. • Risk of spreading Skillshare International's resources too thinly. • Evaluation of the effectiveness of the expansion yet to take place. <p>Outcomes</p> <ul style="list-style-type: none"> • Improved country level planning in place. • Through investigating potential of new programmes, Skillshare International is developing new approaches to meeting needs of partner organisations. • Improved relationships with Development Cooperation Ireland. 	<p>Case Studies</p> <ul style="list-style-type: none"> • Create, South Africa (CS13SA) <p>Other</p> <ul style="list-style-type: none"> • East Africa programme summaries • Country plan reviews

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 Skillshare International's governance by further devolving of powers to regional, country and local level, in part through the enhancing the role of Programme Advisory Committees</p>	<p>Management and Governance structures established on a regional and country basis</p>	<p>Achievements</p> <ul style="list-style-type: none"> • The governance arrangements were reviewed by external consultants in 2002-2003. There were a number of recommendations, primarily concerning the main Board and its relationship to subsidiary companies. On this basis, a number of improvements have been made and processes established for the recruitment and development of trustees which will be implemented in 2004. • A mechanism for the relationship between the main board and subsidiary companies has been established based on the use of the trademark and directoral and membership arrangements. • In relation to PACs, the recommendations were not to focus on the formal delegation of authority, but more on the way in which PACs and the Board could work together. <p>Challenges</p> <ul style="list-style-type: none"> • Balancing legal responsibilities for the organisation as a whole with an effective mechanism of autonomy. <p>Outcomes</p> <ul style="list-style-type: none"> • Systems in place for rejuvenated main Board, clearer relationships with subsidiaries and improved linkages between PACs and the main Board. • Positive report from the Charity Commission. 	<ul style="list-style-type: none"> • Board papers and minutes • Consultant's report

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>Sustain commitment to quality through systems development, customer focus and ways of working</p>	<p>External and internal customers’ expectations met</p>	<p>Achievements</p> <ul style="list-style-type: none"> • Generation of data on the views and perceptions of internal and external stakeholders through the corporate strategy review. • Quality course re-designed to make it relate better to the role of development workers and staff. • All new staff trained in Skillshare International’s approach to quality. <p>Challenges</p> <ul style="list-style-type: none"> • To extend the appropriate use of quality tools and techniques across the organisation. <p>Outcomes</p> <ul style="list-style-type: none"> • Improved systems and processes for key areas of our work. 	<ul style="list-style-type: none"> • Primary source documents on the corporate strategy review • Quality course materials and reviews • Training records

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>Achievements</p> <ul style="list-style-type: none"> • Achievement of Investors in People accreditation. • Organisation-wide staff training plan in place and implemented. • Individual annual staff review process in place across the organisation. • Individual staff training plans produced across the organisation. • System for individual staff training records in place. • Skills audit of trustees undertaken. <p>Challenges</p> <ul style="list-style-type: none"> • Broadening Investors in People accreditation to Southern African offices. <p>Outcomes</p> <ul style="list-style-type: none"> • Improved skills in all parts of the organisation. 	<ul style="list-style-type: none"> • IIP report • Training plan • Staff reviews • Training plans • Training records • Skills audit

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>Achievements</p> <ul style="list-style-type: none"> • Diversification of financial support. Our PPA grant from DFID totalled £1.93 million in 2002–2003, and comprised 73.9% of our income, compared with 74.6% in 2001-2002. • Total new funding secured for projects increased from £114,401 in 2001-2002 to £279,807 in 2002-2003. • By 2002-2003, project funding was £437,383, an increase of over £230,000 from 2001-2002. • The increase in the number of donors supporting projects achieved in 2001-2002 (21 donors in 2001-2002 from 8 in 2000-2001) was broadly sustained in 2002-2003 at 23 donors. • Successful bid for regional funding to SADC-HSCU submitted in 2002. • Developing relationship with DCI. • Funding secured at country level to support specific partner and DW programme activities. <p>Challenges</p> <ul style="list-style-type: none"> • Capacity and skills of Skillshare International at country level to prepare funding proposals. • Skillshare International organisational capacity to prepare competitive bids. • Donor continuously changing priorities. <p>Outcomes</p> <ul style="list-style-type: none"> • Increased resources to implement Skillshare International and partner organisations’ programme activity. • Relationships developed with new and current funders. • Increased number of programme funding proposals. 	<ul style="list-style-type: none"> • Annual audited accounts <p>Case Studies</p> <ul style="list-style-type: none"> • EC-funded Enable programme, South Africa (CS13SA) • SADC HSCU survey on capacity gaps of organisations of PLWHAs (Southern Africa regional) (CS15SAR) <p>Other</p> <ul style="list-style-type: none"> • CSPO 5.10, 3.1 report from Botswana • Board of Trustees reports, 2000-2001 to 2002-2003 • Programme funding statistics

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 2002-2003, these were to continue the success in the following areas:</p> <ul style="list-style-type: none"> • Increasing total income, increasing the proportion of income from sources other than from DFID. • Managing expenditure effectively and within budget. • Maintaining an adequate level of reserves. <p>The majority of these objectives have been met. Skillshare International's income in 2002-2003 totalled £2.61 million, rising from £2.52 million in 2001-2002.</p> <ul style="list-style-type: none"> • Skillshare International continues to manage financial resources effectively and within budget. • Level of reserves remains in accordance with policy principles and we maintain sufficient reserve as cash or short-term deposits to meet immediate needs. • 91.5% of expenditure is directly related to our charitable objectives, namely meeting the costs of running our programmes in Africa and India. • Skillshare International's relationship with APSO in Ireland (Development Cooperation Ireland from 1 January 2004) is now managed through Skillshare International (Ireland). Funding from DCI for the calendar year 2003 was €155,500 (about £107,500) compared with €120,000 (about £78,500) for the calendar year 2002. 	<ul style="list-style-type: none"> • Financial statements for the year ended 31 March 2003 • Programme funding reports to the board



Appendix 3: Programme Summaries

PPA Progress Report

July 2002 - December 2003

Regional Programme Summary: Southern Africa

Programme

Skillshare International has been working in Southern Africa in support of sustainable development since 1990. The regional office was established in 2000 with a three-fold remit: to support individual country offices in developing their capacity to deliver programme objectives, to develop regional programmes that address cross-border issues and to develop Skillshare International's ability to access resources with the Southern Africa region.

The regional programme has had a sound start. Effort was concentrated on supporting the individual country programmes, creating partnerships with regionally based development agencies and SADC, and managing the logistics of the Leadership Development Programme (LDP). During the reporting period, 21 managers from Southern Africa took part in the LDP, which has been described in the regional plan review as having "a critical mass that has the potential to transform the civil society especially in the small countries, such as Swaziland, Lesotho and Botswana."

A notable achievement during 2003 was the SADC funded research conducted by the regional office into the needs and capacity gaps of people living with HIV/AIDS in Botswana, Lesotho, Namibia and Swaziland. The successful completion of the PLWHAs survey resulted in a partnership with SADC-HSCU that potentially could result in resourcing for the regional programme through subsequent bids or direct project funding.

The mobilisation of country offices and partner organisations in those countries to participate in the PLWHAs survey essentially stamped the viability of establishing region-wide initiatives. The challenges and successes of the exercise have provided important learning points for implementation of region-wide initiatives in future.

During the reporting period, the regional programme has developed joint development strategies with ACTION, IFRC and SADC CNGO Coordinating Desk. A development worker (DW) was placed with IFRC and has been instrumental in setting up financial reporting systems for donors. The DW had a catalytic effect at the workplace, adding value to the existing financial management systems.

A DW placement was also identified and recruited for ACTION (to arrive in placement in early 2004). ACTION is a global peace and conflict resolution organisation with a head office in Johannesburg. With the support of Skillshare International it developed a project proposal for submission to the regional donors.

Constituency Building

In the area of constituency building the regional office has been active in:

- Supporting and facilitating Social Survey Research to inform the 2002 IVSO conference commissioned by FORUM, BOND UK.
- Mobilising partner organisations to participate in WSSD. This provided a platform to share information on sustainable development issues peculiar to the partners but also to create linkages with other organisations from around the world.

Skillshare International Capacity

The review of the regional plan was conducted by an internal consultant, who identified as the main challenges facing the Southern African regional programme in the coming period as creating a sense of ownership of the regional plan among the individual country offices, and tackling the fierce competition in the region with other CSOs for resource allocation from development partners and governments.

Country Programme Summary: Botswana

Programme

Skillshare International's programme in Botswana covers four priority areas:

- Empowerment of disadvantaged groups
- HIV/AIDS
- Education, Training and Employment
- Environment

During the period of reporting, the number of development workers (DW) in Botswana has increased from 11 to 14.

Skillshare International has continued to prioritise work with partner organisations of disadvantaged groups including women, young people, people with disabilities and people living with HIV/AIDS (PLWHA). Specific outcomes between June 2002 and December 2003 have included:

- Empowerment of the Basarwa and other disadvantaged groups, enabling them to address development issues facing them, such as poverty alleviation.
- Empowerment of women through legal and counselling centre at Emang Basadi.
- Pre-school work at Botshelo enables 20 Basarwa children to go to school out of the 73 students at school.
- Raising awareness about rights for Basarwa in Tquii Xu Yani and Botshelo; Women in Emang Basadi; Youth and disabled young adults in Legodimo.
- Empowerment of young disabled adults to gain employment in the market or self-employment.

HIV/AIDS is an enormous threat. Botswana struggles with what has been recorded as the highest infection rates in the world. Mainstreaming HIV/AIDS in all development work, supporting the development of PLWHA associations and building networks within the Southern Africa region have been the priorities for the Botswana country office, and will continue into the new country plan. Specific work includes:

- Capacity building work with the Light and Courage Centre through the placement of two development workers;
- A partnership with the Baylor Children's Centre for Excellence has led to regional networking: sharing best practice across Swaziland and Lesotho.

Skillshare International Botswana has also worked with a number of partners in the environment sector. For example, through forestry work with the Ministry of Agriculture:

- Community members have been involved in sustainable interventions of selling trees, flowers and vegetables and generated income for their families (backyard nurseries).
- Forestry resources have been sustained and increased.

"The leadership training gave me a sense that it was something that I needed to share with other people that I work with, or that I relate with in many other different ways to make not only my life, but their lives too, easier and more exciting to live," Mrs Keboitse Machangan, Leadership Development Programme (LDP) participant in 2001-2002. During 2003, senior staff from four partner organisations went through the LDP (SADC, Women's NGO Coalition, Kgateleng Brigade Development and the Red Cross Society).

Skillshare International Capacity

New funding has been secured by the country office from in country donors such as DFID, Canada Fund and Kgalagadi Management Services. A substantial five-year grant from the Comic Relief has supported Skillshare International's work with the Basarwa Community in Tquii Xu Yani.

Country Programme Summary: Lesotho

Programme

Skillshare International's programme in Lesotho has targeted four sectors in which Skillshare provides assistance through provision of development workers (DW), the Leadership Development Programme (LDP) and/or financing of projects in partner organisations through fundraising:

- Education, training and employment
- Rural development
- Empowerment of disadvantaged groups
- Environment, Science and Technology
- A new sector on HIV/AIDS was being developed at the end of 2003

During the reporting period Skillshare International Lesotho has supported up to 14 partner organisations, with a maximum of 18 DW placements in these sectors, resulting in the following achievements:

- Vocational training schools and students have received training to enhance their self employment;
- An increased number of communities now have road links to markets and services;
- Technical and Vocational Education and Training Department (TVETD) and vocational and technical institutions have promoted business and entrepreneurial skills to improve prospects of self employment;
- Livelihoods of people with disabilities have improved through advocacy;
- Alternative Technology Section received support to enhance their research capacity in energy-saving devices;
- Curriculum for Entrepreneurial skills has been developed and is being implemented;
- Senior staff in three partner organisations have been trained through the LDP.

Constituency Building

The Lesotho programme has also focused actively on building networks of supporters, and learning from the experience of other civil society actors in the region:

- Regional workshops and study tours have promoted learning from examples of good practices from other countries. For example, a study tour to Swaziland to visit the hospice established by Skillshare International; a regional workshop of people living with HIV/AIDS.
- An active supporters' group has been established, and officially launched in December 2003 and has been active in publicising the plans and activities of Skillshare International in the media such as Lesotho Television. The Lesotho supporters group has also collaborated with the country office on a fundraising event for building a girls' dormitory in a rural vocational school.
- International support for Skillshare International's work with partners in Lesotho has been achieved through activities including cooperation and information sharing with other international organisations such as World Vision, Helvetas and Irish Aid.

Skillshare International Capacity

Substantial support from the Community Fund for Skillshare International's programme with the Technical and Vocational Education Department has continued during the reporting period, allowing an additional 11 development workers, plus one Programme Officer from Skillshare International to contribute at a national and community level to raising the levels of vocational skills within the country.

The review of the country plan was carried out by an external consultant, and recommendations were around strengthening the capacity of the Lesotho country office, and implementing Skillshare International programme management tools such as the holistic approach and monitoring.

Country Programme Summary: Mozambique

Programme

Skillshare International has been working in Mozambique since the 1970s, making significant contribution to poverty reduction and participating in processes of economic development, by making available specialised personnel, and supporting the work of partner organisations. During the reporting period the Mozambique country programme was focused on the following sectors:

- Health assistance
- Education, training and employment
- Municipalities
- Rural development
- Food production
- Environment

Sharing skills through the placement of development workers represents the bulk of Skillshare International's activities in Mozambique. It enables partners to access skills and knowledge that is not available locally. During the reporting period, the number of development workers was maintained at 6-7. The following are achievements during the reporting period by sector:

- Health care – improved access to access to health care by rural communities through placement of medical doctors and sponsoring the rehabilitation of health infrastructures.
- Education, training and employment – fostered the capacity of Secondary Schools and Universities to teach English through placement of English teachers.
- Local state-municipalities - strengthened the democratic process, and encouraged good governance through placement of specialists in land survey and city planning to work with Angoche Municipal Council.
- Food production and rural development – strengthened the capacity of IDPPE to deliver through placement of specialists in the areas of fishing technologies, finance and rural development.
- Environment – strengthened the capacity of MICOA and Angoche Administration through placement of specialists in land survey, planning and architecture.

Skillshare International Capacity

During the reporting period four project funding proposals were put together for submission to various donors, including Development Cooperation Ireland (DCI), European Commission (EU), and DHC Mozambique country office. Two of the partners involved work directly in HIV/AIDS work, and the other two in community development work.

The review of the country plan was carried out in December 2003 by an external consultant. The review recommends that the next phase of the country plan should focus on HIV/AIDS as a sector, and also on improving participatory ways of working with partner organisations. The holistic approach currently being used with IDPPE will be one way that this approach can be taken forward.

Country Programme Summary: Namibia

Programme

Skillshare International's involvement in Namibia started in 1998, following a consultative process to determine the key development needs of the country and shape Skillshare International's country strategies. The process found a number of needs related to inequality and poverty, and as a result the country plan for Namibia focuses on the following five sectors:

- Empowerment of disadvantaged groups,
- HIV/AIDS
- Education, training and employment
- Local state – Decentralisation
- Rural development

Holistic ways of working have been a key feature of the Skillshare International Namibia country programme during the reporting period. With DW numbers increasing from 3 to 5 during the reporting period, funding accessed for 2 partners and the attendance of 3 partners on the Leadership Development Programme, what is a relatively small programme has had a large impact on the organisations with which it has been involved. Examples of this holistic approach include:

- NANASO was a collapsing organisation due to poor management and a depleted resource base. The DW acting as National Co-ordinator is working to rebuild the capacity of NANASO through fund raising for activities, office and staff costs and to repay debts while re-establishing the organisation's role as a network co-ordinating and support body.
- A counsellor/trainer DW was placed with the Namibia Planned Parenthood Association where she was instrumental in implementing a youth peer group counselling project in sexual and reproductive health rights, bringing it to a successful conclusion and as a result attracting further funding.
- The Project Advisor placement with the University of Namibia co-facilitated and produced an assessment of the capacity of regional councils in anticipation of decentralization of local government. This document has been an invaluable resource in the government restructuring process and has been used as a road map for capacity building of the regional councils.
- Four project grants were accessed during the reporting period for support for partners. One example of this is Comic Relief's support for CLaSH, facilitated by Skillshare International. With the support of project funding through Skillshare International, CLaSH has continued to provide pre-school education for deaf children, to train public service health providers, teachers and parents about screening and early detection of hearing impairment in children, as well as involving parents in supporting their children, and contributing to the mainstreaming of those communicative disabilities in education and employment.

Country Programme Summary: South Africa

Programme

The programme in South Africa was opened in 1997 focusing on education supporting the delivery of Link Community Development with provision of development workers, and following this the Regional Office was established in 2000 as a base from which to manage both the South Africa and Southern Africa regional programmes. Four priority sectors were established for the South Africa programme, sectors that would inform the operational direction of the South Africa country plan for three years to 2003/04. They are:

- Empowerment of disadvantaged groups;
- Rural development;
- Health promotion and
- Leadership and democratic governance.

The reporting period has seen much progress in terms of programme development, and strategic work with partners. The key partners, described below, all have activities that span across all these sectors.

A major accomplishment of the country programme has been organizational and professional development through the LDP. Three partners and Skillshare International's Programme Officer for South Africa participated in Wave 4 of the LDP. The organisations involved were:

- CREATE from KwaZulu Natal province which works with the physically disabled to assist them be self supportive while training professionals working in disability.
- Conquest for Life (CfL) in Gauteng is working with youth in the coloured neighbourhood of Westbury to empower them towards a positive outlook to life outside crime and antisocial behaviour.
- SRDA who work in Limpopo on a diverse range of interventions ranging from agricultural development, income generating activities, education and access to IT, as well as supporting communities to engage with provincial and municipal governments.

Skillshare International Capacity

A number of project funding applications have been submitted to donors based in Europe and Southern Africa during the reporting period. A number of new links have been forged with South African donors, which is a very positive development. As a result, the ENABLE project has been co-funded through Skillshare International by the EC and European trusts and companies to provide functional literacy to disabled persons in KwaZulu Natal as a basis for carrying out self-employment activities. NASA is the main implementing partner for ENABLE, and is involved in supporting disabled groups in income generating activities and advocating for their needs.

Changes in the external and internal environment have affected the implementation of the country plan. The successful placement of development workers in South Africa has proved a challenging process due to South African migration legislation. However, an agreement and working arrangements have been negotiated with the Government of South Africa, and during the reporting period a development worker was recruited to work with CREATE. This is a positive and challenging placement in itself, as it is the first time that Skillshare International has placed a development worker with severe physical disabilities.

Country Programme Summary: Swaziland

Programme

Skillshare International's programme in Swaziland is focused on strengthening civil society capacity in four key areas impacting on sustainable human development:

- Empowerment of disadvantaged groups, particularly women
- HIV/AIDS
- Education, training and employment
- Rural development

During the reporting period the number of development workers in place working in these sectors has increased from 4 to 11.

One of the major challenges facing disadvantaged groups in Swaziland is the position of women. As part of its programme of support to this sector Skillshare International has continued to support SWAGAA with project funding, building on previous support (DW, LDP). SWAGAA's impact in the country has been considerable. For example, it successfully advocated for the establishment of a modern children's court, representing a dramatic change in the handling of child abuse cases.

HIV/AIDS is a huge threat to development in Swaziland and a priority for the future development of the Swaziland programme. During the reporting period Skillshare International has supported four partners (Swaziland AIDS Support Organisation, Care Nakekela, Hospice at Home, and NERCHA) who offer complementary, but different services. Development workers placed in this sector have been assisting with logistical planning, improving service delivery, and building organisational capacity.

In terms of rural development, Skillshare International has contributed to the achievements of the Ministry of Natural Resources and Energy (among other partners) in the areas of policy, legislation and organisational development. In this sector Skillshare International has also supported the work of REASWA (NGO advocating for renewable energy) through project funding and skills development.

Four partners attended the Leadership Development Programme. A high turnover of Directors in the NGO sector has affected the impact that the LDP has with partners in Swaziland. However, participants have reported they have experienced empowerment as individuals and civil society leaders, something that is transferable to different contexts.

Skillshare International Capacity

The increase in the DW programme over the reporting period has led to increased pressure on the time of the Country Co-ordinator. It is a contradiction within Skillshare International's smaller programmes that the growth of programme size and broadening of the range of interventions presents a challenge in terms of human resources. This was an issue picked up in the country plan review conducted by an external consultant in November-December 2003.

Regional Programme Summary: East Africa

Programme

The East Africa Regional Programme is new (only officially registered in February 2003) and is still small. The programme, managed from Nairobi, has so far concentrated on developing a relationship with COPA (Coalition for Peace in Africa), and two of COPA's network members, GHARP (Greater Horn of Africa Rainwater Partnership) and Nomadic (Nomadic Pastoralist Education Project). By focusing on developing relationships in this area, Skillshare International intends to build a higher profile and reputation in a particular sector.

Skillshare International has recruited a DW for COPA who will, among other things, help to address conflict and link practitioners with policy makers. Skillshare International is also currently supporting one of COPA's applications for funding. It is planned that COPA's Director will attend the LDP in Southern Africa.

Skillshare International is currently assisting GHARP in the development of a funding proposal which will, among other things, enable the placing of four DWs in the region. Nomadic funding applications have also been drawn up for work with the Wajir community.

There have been a range of discussions about the development of regional programmes of co-operation. These have included planning for a link between the national OT associations in Uganda and Tanzania, and links between Nomadic in Kenya and Simanjiro District Council in Tanzania.

Skillshare International Capacity

Most of Skillshare International's activities in Kenya were limited until the official registration of Skillshare International in February 2003. A Programme Advisory Committee (PAC) has not yet been established.

The relationship with DFID in Kenya is still in the very early stages of exploratory discussions. Skillshare International is currently in the process of drawing up and negotiating an agreement with the Government of Kenya, to include agreements on government contribution. This agreement will form a useful basis of discussion with new partners in civil society.

Because of the newness of the regional programme, a short review of the regional plan was conducted by Skillshare International's Regional Director for East Africa in December 2003. The review recommends that development of the East Africa regional plan 2005 – 2010, includes wide consultation be made with stakeholders in order to make sure that individual proposed inputs do link together in a coherent way. Similarly, the review recommends that a regional PAC be instituted as soon as practicable in order to ensure a broad involvement in the development of the regional plan.

"I can see that Skillshare is working with partners. The assistance provided is as a result of our needs not what someone at Skillshare proposed. Skillshare is sensitive to partners needs and how their DWs can make a contribution."

Michael Muragu, COPA Director.

Country Programme Summary: Tanzania

Programme

Skillshare International's programme in Tanzania was launched in 2002 following the merger of Skillshare Africa with Action Health in 2000. Building on Action Health's community health work in Zanzibar, Skillshare International has focused the Tanzania programme on two main sectors, health and HIV/AIDS, and disability. The focus on health is consistent with the government's priorities under the poverty reduction strategy programme, as the sector is particularly underdeveloped.

Skillshare International's main partner in the health and HIV/AIDS sector during the period under review has been the Simanjiro District Health Council, implementing a vital five year community health programme in what is an isolated, sparsely populated district where 70% of the community members are the semi-nomadic Masai.

During the reporting period, two health trainers have been involved in the five-year Simanjiro project, assisting Council Health Management Team members to implement changes to meet the national Department of Health objectives, training local health staff in community health management, and supporting the teams to remain focused on their goal of providing health services to community members.

In the disability sector, Skillshare International occupational therapy tutors have played a central role in the establishment and growth of Tanzania's first School of Occupational Therapy at Kilimanjaro Christian Medical College. As a result of the work of four health trainers during the reporting period, Tanzanian OT professionals are now in the field offering rehabilitation services to disabled members of the community.

Other developments of the Tanzanian programme during the reporting period have included:

- Support to Uru North Community Development Trust to carry out needs assessment, and the preparation of a five year funding proposal to the Community Fund for improved access to quality health care services.
- Establishing a link between organisations of semi-nomadic Masai communities in Simanjiro with other similar communities in Kenya and Botswana.
- Development of exchange programmes between Tanzania Occupational Therapy Associations and other similar regional associations which will promote opportunities for learning from best practice.

Skillshare International Capacity

The corporate strategy review was carried out during December 2003 by Skillshare International's Regional Programme Officer (Southern Africa). The review found that Skillshare International's work in Tanzania has seen substantial growth of the new programme during the short period of the country plan. However, Skillshare International faces challenges in recruiting the required number of health specialists for the Tanzania programmes. Similarly, retention of health workers in an environment where there is high staff turnover and a lack of resources poses a threat to sustainability of the health programmes.

Country Programme Summary: Uganda

Programme

The programme that has been implemented in Uganda over the duration of the plan under review was developed and commenced before the merger of Skillshare Africa and Action Health in 2000. The country plan, which covers the period 2002 to 2004 aims at consolidating the work already done in disability, and identifies the main sectors of intervention:

- Empowerment of Disadvantaged Groups
- People with Disability
- Health and HIV/AIDS
- Strengthening Civil Society

To December 2003, only the occupational therapy programme had been pursued. The key achievement of the Uganda country programme has been the development of occupational therapy as a profession in the country. During the reporting period, there has been one health trainer in post. This input, along with the project funding input, has enabled the expansion of support from the initial four to seven districts. The health trainer continues to support the OTs in their places of work through regular visits, refresher training and projects development.

A good relationship has been created between the department and the disability desk and off shoot projects could be developed in the future in support of OT in the country or in other disability sub sectors, such as speech therapy.

The reporting period has seen the early development of a regional OT programme, and a programme of exchange of skills and experience between OT associations in Tanzania and Uganda is planned for beyond 2003.

Skillshare International Capacity

A review of the two year country plan took place in December 2003, conducted by a consultant internal to Skillshare International. The review highlighted a number of challenges that have faced the programme in Uganda during the July 2002-December 2003 period:

- Security threats in Northern Uganda have hindered the provision of OT services in the Arua Regional Hospital.
- Recruitment and placement of health trainers can be unpredictable: withdrawal of a health trainer recruited in 2002 created gaps in the continuity of service provision to the OTs in the field.
- Acute lack of resources, material and financial, to support the expansion of occupational therapy service delivery at the community level.
- No Skillshare International programme staff have been allocated to the Uganda country programme. The plan could not be implemented beyond the occupational therapy support project due to lack of staff with the time to develop contacts and programmes.

The review recommends that for future engagement in the country, the programme should concentrate on developing interventions in other disability sectors as well as in the health and HIV/AIDS sub-sectors. The report highlighted that in order to achieve this, a resource commitment to the country programme will be necessary.

Country Programme Summary: India

Programme

India operations started in late 2001 with the appointment of a Country Co-ordinator. The country plan for 2002-2004 addresses the development needs of India and focuses on:

- Rehabilitation of people with disabilities
- Community Health and HIV/ AIDS
- Rights of Indigenous communities (Adivasis)

By December 2003, Skillshare International was working with 9 partners, in all three priority sectors. During the reporting period, the number of health trainers increased from 1 to 6.

Skillshare International's interventions during the reporting period have brought about sustained changes in health status and health seeking behaviour of the target community by encouraging communities to take ownership for the programme, empowering community change agents and building capacity.

Considerable progress has been made in establishing links between partner organisations across the country. Intra-country stakeholder meetings have enabled partner groups to learn from each other and have facilitated exchange of ideas. Stakeholder meetings are a regular feature of the India programme:

"The Gudalur meeting was a very rich experience for me. We felt a sense of ownership for the whole process as partners." S. Iyengar, Director, Samraksha.

Exchange visits between partners have encouraged learning and the sharing of experiences. Health volunteers from the community have visited not only other health programmes, but also other community-based programmes to understand activities in other sectors such as livelihood.

Constituency Building

In India, Skillshare International has forged alliances with some international groups like the Canadian Centre for International Studies and Cooperation (CECI) and established linkages with the government and bi-laterals including UN, CIDA, UNIFEM, UNAIDS etc. Skillshare International also interacts with large educational institutions such as the Indian Institute of Management, Tata Institute of Social Sciences and various medical colleges.

The India country office has made efforts to advocate certain causes such as rights of indigenous communities, land rights of tribals, fair trade practices and human rights. It is attempting to create coalitions between country programmes through the exchange of resource people across projects.

Skillshare International Capacity

The India country plan was reviewed externally during December 2003, and concludes that the current restricted focus on health is narrow given Skillshare International's overall strategies. As most of the programmes are located in poverty pockets and are working with tribal communities of poor socio-economic status, there is good scope to provide more comprehensive support within a broader framework including environment, legal literacy and livelihoods. During review activities in India, Skillshare International's approach towards projects was described as "open, flexible, informal" and "having a personalised touch":

"Other funding agencies have a rigid setting. But with Skillshare International it has been very personal. We have a one to one interaction with the Country Co-ordinator, and not with some junior programme officer." Dr R. George, Tribal Health Initiative.

Programme Summary: Development Awareness

Strategic Outcome 3 within the PPA is “a broad constituency built with an enhanced understanding and awareness of the importance of international development.”

Skillshare International development awareness activities focus on two areas. Firstly, Skillshare International works with local organisations in the East Midlands to bring a global dimension to schools. Skillshare International draws from its experience in working with partner organisations in developing countries to build partnerships with local organisations which are involved in the delivery of global dimensions in schools.

Secondly, Skillshare International builds on its resource and knowledge base of health trainers and health programmes to work with institutions of higher education in bringing international development to medical students’ curriculum.

1. Enabling Effective Support in the East Midlands

Enabling Effective Support (EES) is a six-year DFID initiative, which aims to make more effective DFID’s support for development education in schools and to move development education forward in UK schools. Over the last two years, Skillshare has been at the centre of the development of the EES process in the East Midlands region. In partnership with local education authorities and development education centres, Skillshare International coordinated the process of bringing together key players in development education within the region. Creating an environment for organisations to work together and successfully develop a joint strategy was a vital part of the work that saw the East Midlands Network for Global Perspectives in Schools (EMNGPS) come into existence

The implementation phase of the strategy began in April 2003. Skillshare International has provided strategic leadership and management of the resources for schools within the Steering Committee, and has also hosted the EMNGPS Coordinator.

Skillshare International’s participation within the network has evolved into a dual role. At one level, it facilitates the organisational growth and capacity building of the network and its future sustainability. At another level it acts as a provider to support teacher in-service activities, contributing information and materials from the development awareness programme to network members and teachers interested in this area. These have been particularly relevant within the locality groups in Nottingham, Leicestershire, Derby and Lincolnshire. Skillshare supported 4 locality groups planning activities with schools. Seven sessions were supported in these regions (Nottingham, Leicestershire and Derbyshire). In each session with teachers, information about Skillshare International was circulated including the support and information they could get to bring a global perspective into their school from the Skillshare International development awareness programme.

This new partnership gives Skillshare International valuable learning experience in developing more effective ways to engage with educational institutions to reach a wider target groups, developing resources based on projects with partner organisations to support this learning into core curriculum.

2. Special Study Module on Health and Development

'To consider the health of humanity on a global scale is rarely part of the medical curriculum, yet understanding the health effects of conflict, poverty (gender, socio-cultural issues) and environmental damage, is essential for doctors practising in our shrinking world' (MEDACT 2001)

In 2002, Skillshare International, in collaboration with the University of Leicester Medical School, developed a joint course entitled 'Health and Development Special Study Module' (SSM) whose aim was to develop students' understanding of issues around health and international development.

The module is led by Skillshare International's returned health trainers and senior academics and also involves Skillshare International's development workers and health trainers currently working in Africa and India who support the programme as on-line mentors. Through the opportunities of discussing health care provision with professionals who have international experience, students are exposed to a wider global perspective of health care services, raising awareness of development issues.

In the first year (autumn 2002) 12 students attended the SSM. In the second year (autumn 2003) 17 students enrolled in the module, one of them from overseas. First and second year evaluations show that students' understanding of development and its implications of health issues in India and Africa has expanded. They have a better understanding of the contribution of NGOs and development workers in developing countries with the lowest level of human development.

Students seem to reflect a better understanding of development. To what extent the students' attitudes towards development issues and health have evolved needs to be explored further. This year, a pilot questionnaire was developed by Dr. Adrian Hastings. It was piloted in this year SSM 2003. The pilot of the attitude questionnaire will continue in the coming years.

"It has challenged me in a number of ways. It has challenged my views on the way the West actually interacts with developing countries – I am more inclined now to believe the West holds developing countries in poverty rather than what I used to believe which was that we are quite sympathetic towards their needs. It also challenged my attitudes towards development work – there are many arguments against development work and through hearing about these I feel I now have a more rounded opinion and feel more able to make a decision about whether I might like to do development work in the future." (2003 student)

Students enjoy and value the contribution from returned development workers and health trainers due to their first hand experience in developing countries. They also value the course learning approaches such as participation, case studies, debating controversial issues and drawing comparisons between developing countries with the UK context on health.

This has been an innovative partnership which has provided Skillshare International with valuable experience and insight into developing more effective modules, building on what has already been achieved to reach a wider target group, developing resources based on work with partner organisations and developing future strategies to mainstream this learning into core curriculum.

Appendix 5: Acronyms

ARV	Anti-Retro Viral
BOND	British Overseas NGOs for Development
BoT	Board of Trustees
BVALG	British Volunteer Agency Liaison Group
CEO	Chief Executive Officer
CONCORD	European NGO Confederation for Relief and Development
CSPO	Corporate Specific Objective
CS	Corporate Services unit
CSO	Civil Society Organisation
DCI	Development Cooperation Ireland
DEA	Development Education Association
DW	Development Worker
ER	External Relations unit
FORUM	International FORUM on Development Service
HT	Health Trainer
IP	International Programmes unit
IVSO	Annual meeting of Heads of International Volunteer Sending Organisations
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
OT	Occupational Therapist
PAC	Programme Advisory Committee
POD	People and Organisational Development unit
PLWHA	People living with HIV/AIDS
REASWA	Renewable Energy Association of Swaziland
SADC (HSCU)	Southern African Development Community (Health Sector Coordinating Unit)
SoPA	Statement of Programme Activities
SWAGAA	Swaziland Action Group Against Abuse