



PPA Progress Report to DFID

Reporting period January 2004 to March 2005

Submitted by Skillshare International

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DFID Programme Partnership Agreement
Report to March 2005

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DFID Programme Partnership Agreement Report to March 2005

Introduction

This report covers the period 1 January 2004 to 31 March 2005. The main body of the report gives an overview of progress against each of the strategic outcomes, under the headings of the key strategies for each of these.

Appendix 1 gives more detail of programmes and developments at the country and regional level, and is divided into 3 sections, one for each of the 3 regions that we work in.

Appendix 2 details illustrative case studies of Skillshare International's work, as well as giving examples of impact.

Appendix 3 contains an update on the Risk Analysis that accompanied the last report.

Report by Strategic Outcome

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

Enhance the work of partner organisations through the development worker programme

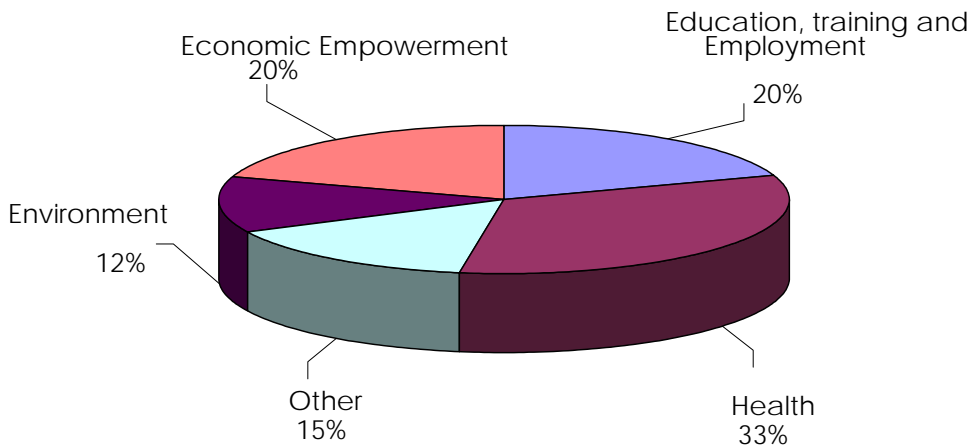
The development worker programme has continued to be the core of Skillshare International’s capacity building work, and the period has seen an increase in the variety and range of models of international volunteering. For example, there has been an increased number of short term consultancy style placements, and new approaches to recruitment.

A total of 108 Skillshare International development workers were either in placement or completed their agreements between January 2004 and March 2005, with 62 development workers actually in post on 31 March 2005.

Occupancy rates for the reporting period were 88% of the planned figure, and 26% of development workers in place chose to continue and extend their agreements with Skillshare International, compared to 23% in 2003-2004.

The following table demonstrates the breakdown of development workers across all regions by sector for the year 2004-2005:

2004-2005 Development Worker Programme by Sector



Build partners’ resource capacity

The reporting period has seen an increase in support to partner organisations in terms of increasing their resource capacity. This is done both by facilitating funding from UK, European and regionally-based donors, and increasing the capacity of partner organisations to generate income through skills development (development worker programme).

During 2004-2005 a total of 12 new proposals for project funding were successful with 9 donors, representing a total funding commitment secured of £1,308,274, which will benefit a total number of 21 partner organisations.

The following are examples of corporate level activities which have contributed towards building the resource capacity of partner organisations:

- In India, a community health partner was supported to participate in the fund-raising conference in Bangkok, by the Resource Alliance;
- The South Asia Women's Fund has entrusted Skillshare International with the identification of partners in the region and the management of programme funding for specific women-centric programmes;
- Information sharing and learning events around programme funding were conducted, involving all Country Directors.

Improve leadership skills within partner organisations.

We continue to develop our partnership with Simmons Dickinson and work together to deliver the LDP¹.

During 2004-2005 we ran the LDP Consolidation/Foundation workshops in 6 countries in Southern Africa and the Strategic Leadership and Personal Mastery workshop of the LDP Wave 5. The Consolidation/Foundation Programme aimed to develop the strategic leadership capability of the Senior Management Team of our partner organisations, building on the work carried out with Directors/CEOs of these organisations during the first 4 waves.

207 leaders of partner organisations (mostly from civil society but also some from government departments) participated in the consolidation programme, 36% coming from the Health (including HIV/AIDS) sector and 25% from Human Rights (women, people with disabilities and children) and Peace Building themes.

LDP Wave 5 has the participation of 18 senior managers from 10 partners and 6 Skillshare International programme staff. The programme for the first time includes partner organisations from Tanzania and staff from India. Rather than targeting single top leaders of partner organisations in each country, this time we decided to concentrate our efforts on strategic partner organisations in each country and bring their senior management to participate together in the LDP.

The reporting period also saw the completion of a market study on the potential for delivering the LDP on a cost-recovery basis.

¹ Leadership Development Programme (LDP)

Joint Development Strategies with partner organisations

A new system for working holistically with partners has been developed and piloted since October 2004. Using tools and approaches from Skillshare International's Leadership Development Programme, the systems enable a long term approach to helping organisations to improve their services and products within a context of constant change and challenges. It is within this framework that we are now developing our development worker, partner resourcing, and advocacy and networking programmes.

The use of Joint Development Strategies has been the basis for the development and growth of programmes in India and East Africa. In Southern Africa, the use of the approach has been key in the development of regional initiatives involving a number of partner organisations, and further information on these can be found in the Regional Summaries.

Support impact evaluation of partner organisations' work

The new partnership system described above enables identification of impact indicators, alongside the development of a longer term vision for partner organisations, and this assists partner organisations to identify the impact of their work.

We have also supported evaluations of the following, which have focused on impact:

- Coalition for Peace in Africa's conflict prevention work across East and Southern Africa (this assisted the development of monitoring and evaluation systems for COPA's networking and training work);
- The Knowledge, Confidence and Healthier Lives programme in India (with 7 partner organisations);
- The Simanjiro community health programme with the Masai in Tanzania (the evaluation was conducted in close collaboration with the Simanjiro District Medical Office, and involved substantial improvements to the district wide health management information system).

Innovative approaches to meet the needs of partner organisations

Skillshare International has developed work with the conflict prevention organisations Coalition for Peace in Africa (offices in Nairobi and Johannesburg), Action (based in South Africa) and Responding to Conflict (based in Birmingham), to help to build the capacity of continental and global peace networks. (please see attached case study, **Working With Conflict Management Networks** for more details). 2 development workers have been placed with COPA and Action, and 3-year project funding has been secured from Comic Relief. Skillshare International and RTC have begun discussions to forge a long term strategic partnership which will be of benefit to a wide range of Skillshare International partner organisations in terms of conflict prevention work. DFID Conflict and Humanitarian Affairs Department has been approached to support programmes of joint work.

Building on the Leadership Development Programme, we have begun to work with our partner organisations in a consultancy capacity to develop "Transformational Programmes". For example, a 5-day organisational diagnostic intervention was done for People Opposing Women Abuse (POWA) and a 2-day vision development and team building was done for Conquest For Life, in South Africa.

Strategic Outcome 2

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

Programmes of cooperation between partner organisations across countries

We continued to develop cross-country and cross-regional collaboration at programme level in different sectors, including identifying partners and sectors for cross-country and inter-regional co-operation in East Africa, Southern Africa and India – for example:

East Africa: there has been regional collaboration on the development of occupational therapy services between Uganda, Tanzania and Kenya, including the establishment of a regional occupational therapy association. Work has also been done to develop a cross border project (Kenya/Tanzania) working with the Masai.

Southern Africa: HIV/AIDS and Gender Based Violence have been the 2 sectors where cross border initiatives have taken shape. Networking activities have been conducted for organisations of children living with HIV/AIDS across the region, there has been collaboration between organisations involved in delivery of care to people living with HIV/AIDS between Lesotho and Botswana; and joint planning has been facilitated between gender based violence organisations in Swaziland and South Africa.

Asia/Southern Africa: Learning from Indian micro-finance activities, and establishment of cooperatives, has been shared with a women's micro-enterprise organisation in Swaziland.

More details on these cross-country initiatives can be found in the Regional and Country Programme Summaries.

Systems for learning from best practice locally, regionally and internationally

During the reporting period 3 major events, one in each region, were organised by Skillshare International to enable organisational learning between our partners. The following events were held:

In India, a stakeholders meeting in Uttaranchal with participation of 15 partners and 6 development workers, sharing learning on health insurance, gender sensitive micro-insurance, cooperatives and employment practices.

In East Africa, a regional workshop in Uganda involving occupational therapy associations from Kenya, Tanzania and Uganda and 20 participants looking at the potential for regional programmes and regional collaboration to strengthen the profession and work.

In Southern Africa, a regional HIV/AIDS workshop "Sharing in Action" in Pretoria, South Africa, with the participation of 31 people from 20 HIV/AIDS organisations from 6 countries in the region (Botswana, Lesotho, Mozambique, Namibia, South Africa and Swaziland) to share learning, develop skills and improve networking. As a result of the workshop, a publication with best practice and case studies in the area of HIV/AIDS has been published, a database of HIV/AIDS organisations developed and networking improved.

Strategic Outcome 3

A broad constituency built with an enhanced understanding and awareness of the importance of international development.

The reporting period has seen the rapid development and consolidation of activities under this strategic outcome. In particular, Skillshare International's role in development awareness in the East Midlands and with the UK health sector has grown, we have expanded our supporter base outside the UK, and we have seen a deepening of Skillshare International's engagement with development networks and institutions both in Europe and in developing regions.

Building a larger supporters base

- We successfully completed the supporters' association pilot in Lesotho, where we have over 30 active supporters involved in fundraising, UNV's volunteering initiative and the Make Poverty History campaign.
- We revisited our approach to working with local groups of supporters, for example we have embarked on developing a supporter base by working corporatively.

Development Awareness

- We ran the Special Studies Module for students at Leicester Medical School for the 3rd consecutive year, and evaluation shows that there is significant impact on students' awareness of development issues. During this reporting period case studies from East Africa and India have been developed as course materials.
- As a result of our work with Leicester Medical School, we facilitated initial dialogue of organisations and institutions involved in global health education with the intention of creating a space for sharing information, good practice and for joint efforts on policy intervention.
- During this year, we developed a pre-elective workshop for medical students based on the current Skillshare International pre-placement preparation for development workers. This was run in December and it is our intention to improve it and develop it further.
- Further participation within the DEA and UKOWLA (UK One-world Linking Association) – BUILD (Building understanding for international links and for development) has enabled us to work beyond the East Midlands to influence development education nationwide. For example, Skillshare International has been able to contribute to policy review papers and engage in consultation with the DfES on the International Strategy for Education as well as the Education for Sustainable Development.

East Midlands Network for Global Perspectives in Schools

- Skillshare International continued to support the governance of the Network as well as hosting the Coordinator. As Chair of the Executive Group, Skillshare International has been able to substantially contribute to the strategic direction and growth of the Network.

Supporters & Campaigns

- We actively participated in the Make Poverty History campaign's policy working group and in the UK AIDS Consortium's campaign working group.
- We facilitated the engagement of local partners in the UK Make Poverty History Campaign through helping *As You Sew* (a coalition of NGOs in Lesotho working with disadvantaged people) to successfully obtain funding from Comic Relief for research to inform the campaign and respond to the Global Call to Action (GCAP).

Representation

Generally, Skillshare International has maintained its influence on and engagement with the UK development agenda, (through involvement and participation in BOND, UK AIDS Consortium and Make Poverty History), within the international development community (through CONCORD, FORUM and Regional Institutions and networks in Southern Africa, East Africa and Asia) and in the East Midlands.

- Skillshare International sustained its engagement with the development sector as Chair of BOND until October 2004 and then, as Board Member on BOND's Executive Committee. Skillshare International also represents BOND at CONCORD and now holds the post of CONCORD Treasurer.²
- Our re-election as President of FORUM³ at the IVCO⁴ conference in November 2004 has meant that Skillshare International continues to provide the FORUM Secretariat and share learning on international volunteering with other agencies from different countries in Europe and elsewhere.
- Skillshare International actively participates in the BVALG forum for Heads of Agencies to share information and best practice.

Information Dissemination

Publications produced during the period include:

- "To Whom It May Concern" (accounts of international volunteers working in Southern Africa through Skillshare International from the apartheid years onwards);
- Training Tool Kit on Gender-sensitive Micro insurance;
- Study of Community Cooperatives and their Social Protection Demands in 3 States of Maharashtra, Jharkhand and Tamil Nadu; and
- Transdisciplinary Approach to Management of Cerebral Palsy – documentation of work carried out with partner organisations in India.

² European confederation of NGOs working in relief and development (CONCORD)

³ International FORUM on Development Service (FORUM)

⁴ Annual meeting of the Heads of International Volunteer Co-operation Organisations (IVCO)

Strategic Outcome 4

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

In 2004-2005, we completed our review of the 1999-2004 corporate strategy and developed our new corporate strategy for 2005-2010 through a consultative process involving a wide range of stakeholders in all the countries where we work.

Governance

The period has seen the establishment of a new, strengthened Board of Trustees, with improved systems for trustee recruitment, training and familiarisation. By September 2004, the new Board of Trustees was in place, with numbers increased from 6 to 12 members. We developed and started to implement plans for trustee training and familiarisation and put a mentoring programme in place for new trustees.

Regionally, Skillshare International India, with UK office support, has now completed the process of registration of a Trust in India, and trustees have been appointed.

Commitment to Quality

The reporting period has seen the introduction of a new business planning process for Skillshare International, which is more empowering for country and regional offices, simpler, and also allows for longer range (5-year) planning. Training on the new model took place, and it has been used for the first time in planning the one and 5-year business plans for 2005-2006 and 2005-2010.

Human Resources

Responsibilities and roles in the UK office have been redefined to ensure that our staffing structures are in line with the aims and objectives of the new corporate strategy and, as part of this, new and existing managers have been involved in a management development programme.

Diversification of sources of financial support

Restricted income from the Big Lottery Fund, EC, Comic Relief and trusts totalled £663,971 and represented 23% of our total income in the financial year 2004-2005. This compares with a figure of £553,228 in 2003-2004. In 2004-2005 DCI substantially increased funding to Skillshare International (Ireland) from €146,250 to €314,750.

We maintained our strategic partnership with the Tribal Group Foundation, with a donation of £40,000 received during 2004-2005. A representative of the Foundation visited and advised the Enable Adult Basic Education programme in South Africa, and made recommendations for future aspects of the partnership.

We have developed our relationship with DFID both in India and in Southern Africa and have had initial discussions regarding an IPAP strategic funding agreement with DFID India.