



Evaluation of the Progressio - DFID Programme Partnership Agreement Final Report

Prepared for //
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Section 1 - Summary of Findings

1.1 Strategic Objective 1: Effective and meaningful civil society engagement

Progressio has had a very clear and positive impact on the work and capacity to engage with effective governance processes of over 30 partners across all its country programmes, particularly those in fragile states and therefore is likely to achieve this Strategic Objective.

- The evaluator has been impressed, particularly, with the organisational and advocacy capacity building. The outcomes are very strong with a wide range of partners, with many partners actively engaged in changing policy and practice.
- The trend towards working more programmatically is welcomed and needs to be strengthened.
- RICA (Regular Impact and Capacity Assessment), the new monitoring and evaluation system, will considerably strengthen the quality and amount of evidence collected.
- Recording of evidence of partner exchange and the change which then ensued could be improved.
- Progressio shows a real commitment to both working with the most socially excluded in its current country programmes and to mainstreaming gender more effectively. Excellent examples of both were seen across a number of country programmes.

Likelihood of achieving this objective: 1

1.2 Strategic Objective 2: HIV and AIDS

From the evidence seen, the evaluation concludes that Progressio is carrying out impressive work in both service delivery and advocacy and has learnt much about its specific competences in this work:

- There is very high quality work being done in Somaliland, where Progressio is a leader in the provision of HIV and AIDS support services. However, this work is service delivery, and resource intensive, and presents Progressio with the challenge of planning a responsible exit strategy.
- Work with faith groups and particularly other faith leaders is having an impact on the lives of very marginalised and vulnerable groups.
- There needs to be more evidence presented of the systematic collection and analysis of change achieved particularly in risk behaviour and of increased support offered by partners. The evidence now being collected through RICA is strong, but needs to represent Progressio's work in a wider range of countries.

Likelihood of achieving this objective: 2

1.3 Strategic Objective 3: Sustainable Environment

Progressio has a long tradition of work addressing food security with small farmers in several countries and this is strengthened by the local, national and international advocacy work on the topic, which has achieved real successes:

- A recent external evaluation reveals high impact work in El Salvador and Honduras.
- The work targets the socially excluded e.g. small farmers, displaced people and landless peasants.
- Partner experience is providing strong roots for national/ international level lobbying work.
- Very strong examples of influencing and changing relevant policy at national and international levels.
- It is possible that further evidence will be provided by March 2011 to show that the Objective has been achieved.

Likelihood of achieving this objective: 2

1.4 Strategic Objective 4: Building awareness of sustainable development

Progressio has made very significant progress towards this Strategic Objective and has made considerable efforts in reaching beyond its traditional constituency:

- The size and capacity of the Communications team has seen substantial growth, particularly in media engagement and public campaigning.
- The launch of the new website was delayed but it is now live and is essential to Progressio reaching out to wider audiences.
- There has been growth in media coverage, particularly in the mainstream press.

- Progressio has achieved greater clarity re its target audience and how to reach them. However, there remains much to be done for Progressio to build profile and establish the new brand.

Likelihood of achieving this Strategic Objective: 2.

Lessons Learned

- There have been excellent examples of lessons learned which have led to real change and improvements.
- The evaluator would have liked to have seen more evidence that shows staff awareness of how and where the learning took place, particularly in relation to intra-development worker and programme learning. Intra-development worker and learning across countries can be expensive, but there is obvious interest in experimenting with Communities of Practice and even Action Learning Sets for development workers.

Value For Money

Table 1: Progress towards Strategic Objectives against total PPA investment:

Total PPA investment 2008/2010 (including LAPP)	Strategic Objective	Progressio self-assessment	External assessment	Indicators met & exceeded	Further evidence needed
£10,310,000	S.O. 1	1	1	1.01 1.04	1.02 1.03
	S.O. 2	1	2	2.01, 2.02, 2.05, 2.06	2.03, 2.04
	S.O. 3	2	2	3.01, 3.04	3.02, 3.03
	S.O. 4	1	2	All others	4.01

Quantitative measurements show only a small part of the picture of Progressio. Nonetheless the evaluator concludes that Progressio carries out its work in a manner that is economic, efficient and effective. Development worker selection, placement and support are carried out efficiently. There are multiple examples of advocacy work that have led to concrete policy change and implementation, and are having a positive affect on the lives of the most socially excluded. Progressio has an extensive new M&E system, which goes some way to capturing the more hidden inputs and value of the work done by many of its staff. This is particularly true of the Country Representatives, who are far more than programme or country managers, but a key part of the organisation's inputs into the change process, through their own work in policy change, and in accompanying partners and civil society more widely.

It is hard to see where and how Progressio could operate more efficiently in its current circumstances. Development worker costs are excellent value for money in comparison with other possible ways of achieving what they offer. Staff salaries are comparable, if not a little lower than industry standards and recent efficiency measures have reduced staffing levels. It is possible that staffing levels and country programmes could be further streamlined but this is where the context of the organisation, and its approach to development, are significant. Progressio's way of working is human resource intensive, but what it offers is rare and effective. Progressio's recent story is one of continuing integration, both structurally and programmatically. Given the

right support, the next stage of development offers real potential for further truly joined-up programmatic working, rooted in partner work and effecting change at an international level.

Conclusion

Progressio is a rare organisation. The evaluator has seen many examples of work which are having a high impact on the lives of many of the most socially excluded sections of the societies in which it works, for example the coordination of international election observers for Somaliland's recent elections and the continuing refocusing of the Hispaniola¹ programme to bring a real understanding of context to the lives of displaced Haitians. The evaluator has been impressed by the level of pride shown in the organisation by those associated with it. However, what gives Progressio this rare quality is the very real anchoring of the advocacy work in the lives and reality of partner organisations and their beneficiaries. Many organisations claim to speak on behalf of the poor, but Progressio really does 'walk the talk'. A Learning Review of Progressio's International Advocacy work commented earlier this year: "Progressio has a fundamental distinctive of enabling the voice of the poor, and those that speak with them, to be heard". This rooting in the social impact of inequality gives the work a relevance and sustainability, which goes beyond that shown in quantitative measuring of development worker placements. The organisation's continuing ability to enable these voices to be heard relies on sensitive and realistic recognition of the total added value of its contribution to fighting injustice & inequality.

¹ Progressio refers to its work in the Dominican Republic and Haiti as the Hispaniola programme. The name Dominican Republic when referring to specific issues relating to that country alone

Section 2: Introduction and Methodology

2.1 History of Progressio's PPA

Progressio's Development Worker programme, formerly known as International Cooperation for Development (ICD), a department of the Catholic Institute for International Relations (CIIR), has been funded by the British Government since the mid 1960s. It received Ministry of Overseas Development and then ODA block grants until the establishment of the DFID PPA arrangements in 2001. At that time, Progressio was known as CIIR and the two programmes: ICD and the advocacy/policy division, formally joined into one programme and the organisation adopted the name Progressio in 2006.

From early on, the ODA block grant covered a very high percentage of the costs of the international development worker sending programme, as with the other British volunteer sending agencies. This was seen as an indicator of the UK government's commitment to international volunteering.

It is worth noting that when the funding became the PPA, it was granted to the whole organisation, not just for the international programme, in recognition of the importance of its policy work. The focus of the PPA has been on the impact of the work overall rather than on numbers of volunteers/development workers. The current PPA dates from 2005, but was renewed in 2008. This evaluation focuses only on the most recent period i.e. from 1 April 2008.

Table 2 PPA funding 2008-2010:

	2008/09	2009/10	2010/11
PPA funding (£)	£2,880,000	£2,970,000	£3,060,000
Additional LAPPAs funding	£400,000	£500,000	£500,000

The three thematic objectives of the PPA were drawn from Progressio's 2005-2010 Strategic Framework, and an agreed fourth objective focussing on building awareness for engagement on development issues among Progressio's constituencies.

During the life of the current PPA, PPA holders have had to submit self-assessments of their progress against the Strategic Objectives. Progressio submitted these in 2005 and recently in July 2010. As the current round of PPAs comes to an end in 2011, DFID asked all PPA holders to commission an external evaluation of the period 2008-2011 and an independent assessment of the progress being made towards achieving the Strategic Objectives. Progressio commissioned a consultant from IOD/PARC to carry out the evaluation.

The broad purpose of the evaluation is to re-confirm the common ethos and vision in recognised areas which exist between Progressio and DFID and which led to the formulation of the current PPA. The objective is to evaluate how far Progressio has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework, and to derive lessons that will enable Progressio to inform its future strategies. The full Terms of Reference can be found in Annex 4.

The methodology for the evaluation is clearly set out in the Terms of Reference. In addition, Progressio asked for the evaluation to look in depth at the Somaliland programme; the Hispaniola programme and the International Advocacy programme, considering particularly the International Learning Review conducted by Nigel Taylor in April 2010.

The evaluation consisted of a number of stages:

- A review of key documents related to the period of the PPA supplied by Progressio and the identification and review of further documents during the evaluation.

- A field visit to Somaliland in early August 2010, during which interviews were conducted with: Progressio staff; Progressio partners; Progressio development workers. In addition, a focus group was held with key external advisors to Progressio.
- Interviews conducted with Progressio staff during two visits to Progressio's London offices and further interviews conducted by telephone and Skype.
- Interviews with Progressio staff, partners and key contacts in the Dominican Republic.
- Telephone interviews with key UK contacts and donors.
- Production of a draft report for initial comments by Progressio staff.
- Presentation of the key findings, conclusions and recommendations in the report to a wider group in Progressio.
- Revision of the final report and submission to Progressio.

The full list of people interviewed and key documents consulted can be found in Annexes 1 and 2.

The timeline can be found in Annex 3.

The report follows the structure as set out in the Terms of Reference; see Annex 4.

Section 3: Results

3i) Progress made against Strategic Objectives 1-3

This section presents progress made against Strategic Objectives 1 – 3, drawing on the PPA self-assessment submitted to DFID earlier this year, a literature review and interviews conducted during the course of the evaluation.

SO 1: A greater and more meaningful involvement of civil society organisations in 11 countries bringing change in policy and practice that will result in a positive difference for those who are poor and excluded.

The overall assessment is that this Strategic Objective is likely to be achieved. The evaluation found two factors affecting progress. Firstly, monitoring and evaluation (M&E) methodology. Progressio's previous form of M&E was largely qualitative, certainly in use, if not design, and the organisation is not yet in a position to present some of the quantitative data needed to assess progress against certain indicators, particularly from the earlier period, and particularly in relation to numbers 1.01 and 1.03. In both cases, a range of evidence presented shows that the coverage has been achieved in terms of population figures, but not in terms of the country coverage spread of the objective.

Secondly, in relation to indicator 1.02, only two documented examples are presented and they do not include evidence of any follow-up or change resulting from the exchange, although new Means of Verification will address this. There is plenty of anecdotal evidence that exchange of knowledge and cooperation is taking place but not being recorded.

However, Progressio is increasing the impact of its work in this field through more thematic and 'project' working. This approach is most developed in Hispaniola with at least 5 multi-partner and multi-development worker projects in place, several bi-national in approach. There is also evidence of HIV partners in Somaliland sharing information about their work, increasing coordination and thus increasing the impact of the three partners.

A thematic programme in Hispaniola is promoting civil society participation in effective governance. Development workers have worked in 12 municipalities, helping ensure competency in participatory budgeting. This has resulted in priority being given to the implementation of local projects which favour the most socially excluded and largest communities and has contributed to the development of legislation in 2007 requiring all municipalities to adopt participatory budgeting in their local planning and implementation. The work has reached an estimated 330,000 indirect beneficiaries and helped make decentralisation and civil society participation in governance a reality. Furthermore, an invitation to work with FEDOMU (Dominican Federation of Municipalities) has raised this work to a more strategic level. Since 2008, gender has been mainstreamed throughout this programme, employing gender specialists to provide training to promote the use of the 4% allocation contained in the Municipal Law for gender, education and health. The strength of the gender integration has been recognised by UNDP as best practice. It is now planned to expand this work to 10 new municipalities at the Haiti/ Dominican Republic border.

The evidence reviewed relating to Progressio's work strengthening organisational capacity is very strong in many of the country programmes. Interviews, focus group discussions and previous external evaluations show that Progressio has contributed to the development of a vibrant, capable and articulate civil society in Somaliland. Helped by the flexibility of PPA funding, it has been able to adapt its strategy from institutional development to one of building capacity in advocacy and rights based approaches. . The Acting ED of SONYO said that as a result of Progressio DW's, "*SONYO is now a more successful and visible organisation.*" As a result SONYO has been able to promote youth participation in elections, and to bring about constitutional change. Helped by the flexibility of PPA funding, it has been able to adapt its strategy from institutional development to one of building capacity in advocacy and rights based approaches. Achievements with a number of Civil Society Organisations and umbrella organisations show that, with strengthened institutional capacity in areas such as strategic thinking and planning, communications and advocacy capacity, these partners are now fighting for and achieving real change with and on behalf of some of the most socially excluded in Somaliland society; people living with HIV and AIDS, women, youth and People With Disabilities. The presence of international development workers has stimulated the building of linkages with regional and international organisations and funders and thus contributed to reducing the isolation of civil society. If there is a weakness to this work it is that the current security situation confines

development workers largely to the capital, Hargeisa, thus limiting reach and coverage. Working through national umbrella organisations, with multiple Member Organisations can be an effective way of adapting to the situation, if development workers are placed in the effective and strategic positions within those organisations.

Gender

Progressio has a serious commitment to mainstreaming gender, and evidence suggests that solid gender components have been built into much of the programme work. Progressio seeks to be not only gender aware but also gender transformative. It has a relatively sophisticated and ambitious understanding of gender as evidenced by its commitment to working with men and boys and the pioneering work to develop a 'masculinities' approach in its Central America programmes. This has led to a significant reduction in the incidence of domestic violence in communities where it has been applied, and the approach is being drawn on in much of the HIV work in Latin America, with plans to learn from this, and adapt it to programme work in Yemen and Somaliland. The Progressio Gender Group has developed a user-friendly "Gender Training Manual" for use in inducting staff and development workers.

All project planning and annual country planning documents contain a specific reference to promoting gender as a cross-cutting issue although accountability for reporting on progress made against the 2008 Gender Project Plan and mainstreaming was unclear. It was not clear at the time of the evaluation how effectively the 'Gender Group' operates in its development of gender policy. However, the effective implementation of the Gender Policy Plan has deliberately been incorporated into the new Strategic Framework in order to make the organisation accountable by external evaluation. A specific Key Performance Indicator (6.2) commits the organisation to achieving a specific rating for an organisation-wide gender project given by an external evaluator.

SO2: An effective & appropriate response to the HIV and AIDS pandemic from communities, faiths, civil society organisations & governments in 11 countries in policy & practice that will result in lower prevalence rates, greater access to care & support services & reduction of stigma & discrimination for women & men with HIV and AIDS.

The overall assessment of the likelihood of achieving this strategic objective is high, in the opinion of the evaluator, but will probably not be fully met. The issue hampering demonstration of full achievement is that data has not been collected or analysed to show that this work is being done across the full range of countries, particularly against indicators 2.03 and 2.04. However, there is work being done, particularly in Malawi and Peru, which, if included, would strengthen evidence of achievement of this objective.

Much of Progressio's work currently takes place in countries with relatively low HIV incidence e.g. between 0.5% and 2% across most of Latin America, Somaliland and East Timor, but obviously much higher in Southern Africa. Progressio has addressed this by pursuing twin strategies of prevention and focusing, sensibly so, in the opinion of the evaluator, on the particularly socially excluded, such as women with HIV and AIDS in Somaliland and Zimbabwe, and high-risk groups, such as commercial sex workers and the gay community in El Salvador, Peru (Positive Communities Project & Bochinche) and Ecuador (SENDAS). Progressio's work supporting the Integrated Prevention, Treatment and Care and Support Service in Somaliland with Hargeisa General Hospital, and the women's coalition Talowadag has made them a leader in the field, and one of the main providers of support in that country. An interviewee from UNAIDS commented that "*Progressio is making significant progress towards the objectives of the current round of (Round 8 of the Global Fund) funding ...in a high population zone with "HIV hot spots".* Through this work they are reaching 20% of the GF HIV targets in Somaliland. . Dr Abdirahman Geele, of HGG said "The biggest and most direct impact may well be containment." A recent, informal WHO survey shows a possible reduction in transmission rates, from 1.8 to 1.4% and if this is verified, the work of Progressio will have played no small part in achieving this result.

Part of Progressio's added value in this field has been an understanding of how to work with faith-leaders who can combat stigmatisation and thus encourage more people to come forward for testing and treatment, as in Yemen and Malawi: a development worker has trained staff in MIAA and MANERELA+, and District Interfaith AIDS Committees, comprising Muslim & Christian religious leaders, in advocacy. 60 support groups of people living with HIV and AIDS have been established in churches and mosques, comprising 900 people living with HIV and AIDS and 323 religious leaders. As a result, more religious leaders have worked actively to reduce stigma and discrimination. Consequently the numbers of people visiting centres for testing & treatment is increasing. The

evaluator feels that this is a strength of Progressio and more could be done both with and about this work.

SO3: More equitable and sustainable responses to the causes and consequences of local and global environmental instability in 8 countries, including more sustainable management of natural resources leading to an improvement in the lives of poor and marginalized communities and reduced vulnerability to environmental pressures including climate change.

Progressio has a long history of effective working with small-scale farmers in countries suffering environmental degradation, and so is well placed to deepen work on climate change adaptation. Progress against this strategic objective is strong, with several examples seen of best practice and high impact on very poor communities, particularly in Central America. However, Progressio is currently only providing evidence of this work in four countries, rather than the 8 being targeted, particularly in relation to the work on forestry size and quality. Whilst it is possible that the work with communities in this field is much more extensive, it was beyond the scope of this evaluation to investigate programmes in any depth, other than in Somaliland and the Dominican Republic. However, Progressio's advocacy work in this field, and climate change adaptation is being conducted at an increasingly international level, and therefore is contributing to far greater coverage and therefore progress against this Objective.

A 2010 Irish Aid evaluation of Progressio's work with a range of partners in Honduras and El Salvador clearly states that Progressio and its local partners in these countries has achieved *“significant results and impact in the areas of environmental public policy advocacy, strengthening of communities and Civil Society Organisations in the sustainable management of natural resources and ecosystems, the establishment and strengthening of civil society networks working on key social & environmental issues, and in promoting effective & environmentally sustainable agricultural production diversification toward increased incomes & food security for over 50,000 persons in 28 rural communities.”*

Progressio have accompanied more than 10 projects in agro-ecology in the Dominican Republic & 1 in Haiti including 3 projects in the transformation of agricultural production to organic production & supported organic and fairtrade certification with partner organisations JUNACAS & CAFESA and COOPASOL. They have also worked on organic food production in Honduras and a Ugandan organic certification specialist has helped the Malawi Organic Growers Association achieve the same success.

The work of several partners in this field brings good results in strengthening food security in changing climatic circumstances. In Malawi, where over 80% of livelihoods depend on rain fed agriculture, climate change adaptation is a priority. A development worker, expert in sustainable agriculture and business development, working with Environment Africa, has managed to share expertise and experience in developing and advancing crops that do well in climate stressed areas and has linked the farmers with the commercial world to sell the produce from the crops. This type of work informs Progressio's developing policy and advocacy work on climate change adaptation.

A multi-partner and development worker project on the Dominican Republic/Haiti border, jointly run with Christian Aid has been supporting small scale-farmers' organisations in climate change adaptation & to achieve food security, whilst advocating for a rational & sustainable National Resources management plan focusing on renewable sources by introducing forest management plans and sustainable use of firewood as fuel. Pressure on resources in the area has been increased by the arrival of approximately 20,000 earthquake displaced. As a result of this work, poor & marginalized families especially with female-headed households on both sides of the Dominican Republic/Haiti border have increased food security & incomes generated from sustainable agro-forestry.

Such projects have huge potential for further development, for example with Somaliland partner *Candlelight* highlighting large areas of the country suffering from environmental degradation and drought, which is severely affecting the way of life of nomadic pastoralists.

Section 3ii): Results on relevant policy issues

Reporting against indicators 1.04 and 3.04 shows that Progressio have exceeded target indicators in influencing policy development and change. Interviews highlight Progressio's reputation for bringing high quality research and a depth of knowledge and analysis to its policy work. An interviewee from DFID's Civil Society Department commented: “They have an impressive level of technical analysis, for example their engagement with the IADB (Inter-American Development Bank). Feedback so far says their inputs have been useful. Their written submissions are very good – especially recent ones on

climate change...They have a quieter style than some agencies...not as combative; they work to deepen relationships.”

This evaluation has seen numerous examples of strong advocacy and lobbying work firmly grounded in development worker and partner experience. Its particular approach and competencies in development worker sending and advocacy work offer an excellent framework for such an approach, and there seem to be three elements to this. *Firstly*, the work for policy change is firmly grounded in partner experience, and offers an excellent channel for drawing on the authentic voices of those affected by the issues:

The international work on illegal logging grew out of local experience of work on the impact of illegal logging on livelihoods, particularly in Central America and Honduras. Having achieved good results on the introduction of a forestry law in Honduras, partners called on Progressio to take further action at the European level. Progressio’s International Advocacy Team worked with DEFRA (Department for Rural and Agricultural Affairs) and the then MEP Caroline Lucas to lobby the EU for a prohibition on the importing of illegally logged timber into the EU, through influencing the FLEGT (Forest Law Enforcement Governance & Trade) Proposal which had been on table since 2003. On July 7th, the EU Parliamentary Commission voted for the second time to approve prohibition and ratification is expected in November. Other organisations working alongside Progressio commented on the quality of research and of the position papers themselves, Progressio’s openness to collaboration, and above all on the ability to focus on the social impact of illegal logging, backed up with real lived partner experience and voices. An interviewee from WWF (World Wildlife Fund) commented: “Progressio don’t bang a drum; they use case studies to present their evidence and make their case, showing examples of the effects of change on the ground. They are a useful voice – not too forceful but draw on evidence rather than opinion – evidence of the practical implications.”

Secondly, Progressio advocacy staff see part of their role as facilitating and building partner awareness of and involvement in international advocacy processes and, more significantly, of playing a facilitating role in bringing parties and groups together, and encouraging others to step forward to become involved:

In 2008 Progressio Hispaniola put forward a new strategy to work on the issues of illegal migration and the illegal status of Dominicans of Haitian descent, based on experiences and the work of partners and development workers working on each side of the border. Progressio – in London and in country – have been pushing hard for the reactivation of the Bilateral Mixed Commission, composed of representatives of both governments, where such issues can be worked on. In July 2010 it was officially re launched to work on issues relevant to the long-term development of both these issues. The effect of the January 2010 earthquake on this renewed spirit of cooperation cannot be underestimated, but testimony from parties involved has recognised and appreciated the facilitative nature of Progressio’s work.

Impressively sensitive but persistent behind the scenes work done by Progressio through its full range of relationships in London, the FCO (Foreign and Commonwealth Office) and in country has instigated a series of high level roundtables on the cross-border issues, bringing together Dominican Republic embassy; Haitian politicians; international NGOs; DFID & FCO staff, being facilitated by Lord Leslie Griffiths. *Thirdly*, their approach of collaboration between development worker, partner, Country Representative and UK advocacy staff adds significant value and depth to advocacy work. An interviewee from the Embassy of the Dominican Republic in London commented that Progressio’s respectful relationship-building had brought together a group that would not otherwise have met “bridging the gap between different actors...creating spaces where dialogue can take place... Progressio has really improved the general ambience...created a flow of communication.”

Another very impressive example of Progressio’s bringing together a range of parties, and drawing on its depth of knowledge and experience and skills in relationship-building has been in the work done in coordination of the International Election Observers (IEO) for the 2005 and 2010 Presidential elections in Somaliland. This was carried out at the explicit invitation of National Election Commission, and was key to providing independent verification of a peaceful transition of power, by democratic means, of any African country.

Progressio’s newest policy and advocacy work on ‘virtual water’ and poverty, highlighting the impact of large scale water usage on local communities, seeks to provide evidence from the country programmes supporting more sustainable and equitable management of water resources, that takes into account the needs of poor communities, including responsible policies from investors and

retailers on an international level. As a result of the recent report on water footprint and asparagus production in Peru, there have already been positive responses from importers of asparagus including three of the largest supermarkets, including Marks and Spencers, Tesco, and Barfoots, supplier of asparagus for Sainsbury's. All have expressed an interest in better understanding their water impact and considering options like the Alliance for Water Stewardship (AWS) standard to improve the quality of water management in water scarce / poverty affected areas. One (Barfoots) is now actively considering a pilot of the AWS standard. The International Finance Corporation (IFC) has also paid close attention to the development of this report as part of its review of its Performance Standards, which includes an increased focus on water.

Section 3iii) The Impact of the PPA on the overall organisational development of Progressio

Unrestricted core funding in the form of PPA funds has assisted the continuing development of Progressio's model of change, integrating the work of development workers and advocacy. At the beginning of this PPA period, the development worker sending and policy 'arms' of the former CIIR had already been united under a single name for some years, but evidence suggests that the PPA is assisting the strengthening of a single integrated programme. Further re-structuring has taken place to embed the advocacy and policy work in the country/regional programmes. Links with long-term partners are being strengthened in the Andes for a possible pan-Andean programme, and a regional hub created for Central America, streamlining management but also making knowledge sharing and integration more possible.

The increasing number of areas of integration between the development work and advocacy approaches referred to above, is a positive move and could be spread more widely. The structure in the Africa, Middle East & Asia region presents more challenges to this growth, due to the diversity of the region, consisting of East Timor, Somaliland, Yemen, Malawi and Zimbabwe, although the development of cross-border programming across the three thematic areas has already begun in Malawi and Zimbabwe.

Progressio has taken a unique 'whole-island' approach to Hispaniola and much of the programme is now operating cross-border, in order to bring the Dominican Republic experience to bear on a number of urgent and relevant issues in Haiti, as has been seen above. In Haiti, the PPA enabled Progressio to respond flexibly to the January 2010 earthquake, in a way that was appropriate to their strengths and drawing on their Hispaniola experience. As a result of their reputation and strength of local relationships, Progressio were able to coordinate the civil society response from the Dominican Republic, through the platform Ayuda a Haiti, where several development workers were posted on short-term emergency response assignments. Fully aware that it is not a humanitarian agency, Progressio instead offered partners valuable advice on the governance and organisational aspects of their response, and has helped partners advocate for their own input into reconstruction priorities.

Another significant development internally is the investment in the Campaigns and Media work, which is much needed if Progressio is to clarify its brand, raise its profile and therefore increase fundraising capacity. The establishment of two new posts in Media and Campaign are already showing clear results. Another aspect of growing integration is the increasing cooperation of the Campaigns and Advocacy teams under one Advocacy Strategy Group, particularly in the coordination of policy messages and campaigns. Over the course of this PPA Progressio ran its first ever campaign with a policy target, which led to significant and positive changes in ways of working across the organisation.

The key fact here is that the PPA has enabled much, if not all of the work referred to in the previous sections to take place; allowing a flexibility to adapt and respond to changing situations and capabilities of partners, and to integrate the work of different and complimentary parts of the organisation to add value to work of partners.

Monitoring and Evaluation

Over the course of this PPA, Progressio has moved away from the Most Significant Change (MSC) methodology as its main M&E tool, realising that it was not producing the quantitative data needed to monitor results. Thus, over the last 3 years they have developed RICA (Regular Impact and Capacity Assessment). RICA is an indicator based system, which relies on development workers and staff establishing baseline data with partner organisations at the beginning of a placement, and provides a wide range of Means of Verification tools by which progress against baselines, milestones and targets

can be measured. Development workers and partners are able to select the most appropriate means of verification for the theme nature of their placement. The following table shows the tools available:

Table 3: Means of Verification tools by theme/goal:

Theme/Goal	Means of Verification available
1: Participation & Effective Governance Objectives cover: Influencing local government plans & policies; influencing national government plans & policies; Promoting democratic participation; Intl advocacy on effective governance & participation	Participation and Transparency Tool (PATT) Portfolio of Evidence Civil Society Organisation Democratic Participation Interviews
2: Sustainable Environment Objectives cover: Covers sustainable farming; Sustainable Natural Resource Management; Environmental Advocacy	Income & Food Security Survey Water Benefits Survey Forest Benefits Survey Coastal Benefits Survey PATT Portfolio of Evidence
3: HIV and AIDS Objectives cover: Rights for people affected by or vulnerable to HIV & AIDS; Gender, stigma and HIV and AIDS; prevention of HIV and AIDS	Level of Support Survey PATT Portfolio of Evidence Opinion Former Attitude survey Knowledge/Attitudes and Practice/Behaviour (KAPB) Survey

Additional Means of Verification (MoV) tools can be used across all themes: Stories of Impact; assessing change in partner capacity; Exchange visit feedback and Post-workshop evaluations. Gender issues are addressed throughout RICA and have been mainstreamed into all programme-related MoVs, in asking that questioning findings are analysed by gender. RICA is fully integrated into the new Strategic Framework by means of a Route Map, which relates the indicators and the MoVs to each of the 3 Goals and, in turn, to Progressio's three themes of work. As the result of a learning process initiated by a DFID consultant, the quantitative components of the MoVs have been strengthened and included in a new integrated Programme Monitoring and Appraisal system based on Project Plans, RICA and Country Strategies. The system has been built in a participatory way with inputs from UK and country staff, partners and development workers; the indicator targets resulting from a series of consultative workshops where timetables for implementation were agreed.

Whilst much of RICA has been in place for some time, e.g. Development workers developing baselines, Participation and Transparency Tool and Portfolio of Evidence tools, and KAPB surveys, the fully integrated system is still being rolled out across all countries, and will only show its full capability in terms of recording results through the life of this Strategic Framework. However, the tools that I was able to observe in use seemed to be collecting useful and relevant data. In addition, the system has been widely welcomed by staff and also by many partners. This is partly because it has been developed in a very participatory way, largely in-house and drawing on staff and development workers with relevant experience. There were some concerns expressed by partners that the indicators are 'imposed', as they relate to Progressio's organisational indicators, rather than to those of individual partners and concern from staff re the workload, and the support needed by development workers with little experience in collecting baseline data. Such a system will rely heavily on good quality baseline data being collected.

However, these concerns were more than balanced by feedback saying that the system is helping partners recognise and articulate progress, be aware of Progressio's input and that it is deepening the quality of interaction between Progressio and its partners, and with their beneficiaries. One partner, Mario Serrano Monte, Director of the Centro Juan Montalvo in the Dominican Republic, said his organisation had found RICA so useful that they are using it for an organisational evaluation. Overall the sense is that Progressio will reap rich rewards from this system, provided it and its partners have the confidence and freedom to make the system serve them rather than the other way round.

Section 4: Value for Money

In order to offer an analysis of Progressio’s added value, this section examines three aspects of the organisation’s work: economy, efficiency and effectiveness

4i) Economy

Development Worker programme

Progressio recruited and sent 130 development workers during 2009/10, at a per capita cost of £3,206.² As of 31/03/10, Progressio had 94 development workers working in 11 countries, a slight increase on the 86 in post at the same time the previous year.

Table 4 development workers in post by Region/Country 2009-10

	development workers at 31/03/10	Total of development workers in post over the year
Honduras	9	13
Nicaragua	11	13
El Salvador	11	14
Peru	9	13
Ecuador	6	14
Dominican Republic / Haiti	14	20
Zimbabwe	8	10
Yemen	6	8
East Timor	5	7
Somaliland	9	14
Malawi	6	6
Total	94	132

Recruitment is carried out by a specialist team of 2 London- based staff, with each development worker being recruited against a specifically advertised post. Given that recruitment is international, with less than 30% of development workers being recruited in the UK/Republic of Ireland, the team take advantage of free website advertising and Skype for as many interviews as possible. Partners are involved in all stages of the selection process. Sergia Galvan, Director of Colectiva Mujer y Salud in the Dominican Republic said that this, for her, significantly increased their sense of ownership of and commitment to the development worker placement, and contributed to ensuring the relevance and sustainability of the work.

² Includes recruitment & selection; pre-departure grants, medical costs, and travel to country of work

Development workers have, on average, a minimum of 5 years relevant professional experience and a postgraduate qualification. They remain in post on average for two years, with many extending, to a maximum of 5 years. As much of the 'skillshare' process draws on 'softer' factors such as the building of trust, relationships, developing an understanding of cultural factors which may support or impede learning, development workers become more valuable the longer they stay in post. Language skills are also clearly a factor and the most valuable development workers are those who can either already speak the relevant language, for example Kenyan and Ethiopian development workers being employed in Somaliland, or who are able to acquire the skills quickly. At an average cost of £11,449³ a year, one interviewee described development workers as 'embedded consultants'.

More than development workers

Progressio's other key input is the advocacy work carried out by UK and overseas staff, and also by development workers. Specific advocacy interventions have been listed and assessed elsewhere in this report. The organisation is not yet costing income and expenditure by advocacy as it is integrated into its thematic work. Expenditure by theme in 2009/10 is fairly evenly divided across the three themes, with 7% more being spent on Effective Governance and Participation.

Another quantitative way of considering the cost of advocacy is to review staffing costs, although as these are not yet costed against specific interventions or by role, it is only possible to achieve a general picture. Progressio's staff salaries are in line with norms across the international development sector, and may even be slightly lower, certainly at the senior levels. No staff member earns more than £50,000 a year and the ratio of the highest to the lowest paid (in London) is slightly less than 2.54:1. Expenditure on staffing during 09/10, including on-costs, was £1,156,334.

In the last 12 months the organisation has sought to improve its efficiency by restructuring international programme management support. Progressio shares office facilities with Christian Aid in the Dominican Republic and Peru and a regional 'hub' has been created in Central America, reducing staffing levels quite significantly in the region. In addition, a decision was made to close the Ecuador country programme. There have also been a number of staff posts cut in the UK. These measures have led to a reduction of staffing from 97 to 79 posts.

Rationalisation in the Africa, Middle East & Asia region is more challenging due to geographical diversity. But plans are being considered for further streamlining of programme management with burgeoning cross-border work in Southern Africa. Furthermore, the role of the Communications and Advocacy development workers has been crucial for supporting the work of communications and the Advocacy team in London as well as strengthening the capacity of partners.

Fiduciary Risk Management Processes

The unrestricted nature of PPA funding has enabled Progressio to put in place a number of key internal processes and established baselines and indicators:

- A *new in-country accounting package* has been rolled out. It has enhanced the speed of data transfer to and from country offices thereby managing cash flow information more efficiently and reducing the risk of fraud. In addition, a new terminal server has been installed so that staff can now have remote access to the IT systems. The combination of these two upgrades has led to tighter controlling of systems and due diligence.

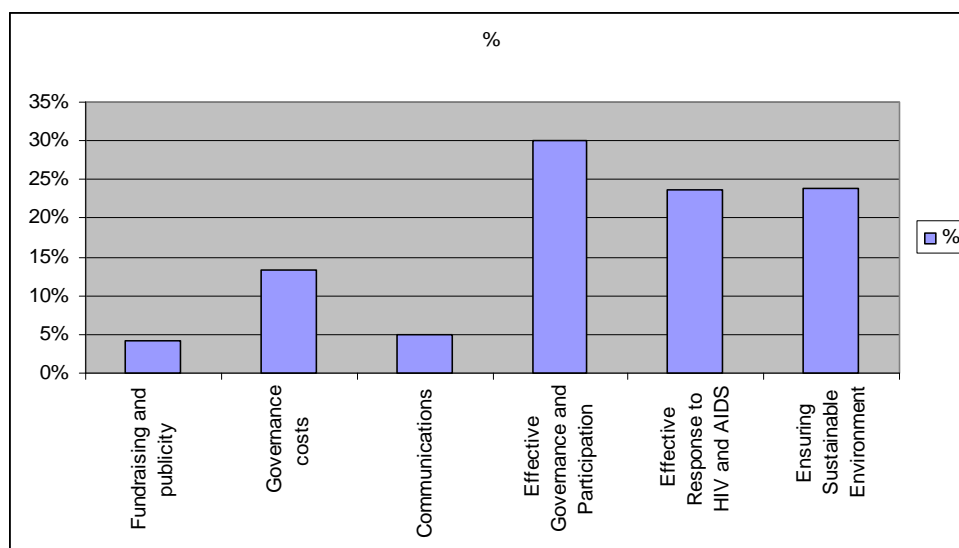
³ Average annual DW costs including in-country allowances, medical insurance, accommodation, training.

- During 09/10 the Finance and Audit Committee of the Trustees looked specifically at the level of risk of the financial activity across the 11 country programmes. The external audit highlighted the improved controls, checks and balances that are in place.
- Annual external auditing is carried out and concerns from recent audit reports & measures taken were reviewed. A *comprehensive risk register* is in place and updated annually, although several of the Country Security Procedures are out of date. The most consistent and highest identified risk is that of dependency on a single funding source: the DFID PPA.
- From interviews with Trustees and senior staff, it can be concluded that Progressio meets legal governance requirements; all officers are in place and the Board operates at a strategic level. A methodology for *Board self-assessment*, based on the NCVO Good Governance Action Plan has recently been approved by the Board, as part of a rolling programme of continuous improvement at governance level. The Annual Accounts and Trustees Report for FY 9/10 were available on time and will go to the next Board meeting for approval.
- An *organisational self-assessment tool* was introduced in 2009 and with staff involvement, baseline scores were agreed. Completion of this year's scoring exercise is currently underway. Lowest scores were explored with staff and responses identified, particularly in relation to the distributed responsibility for human resources, but steps have been taken to address this.
- All country programmes have up to date Country Strategy Papers and Annual Country Plans and a high level of congruency of actions with the PPA Strategic Objectives and the Strategic Framework.

Importantly the new Strategic Framework contains Key Performance Indicators for improvement for many of these internal processes and efficiency ratios, with specific named Means of Verification. The new M & E system is fully integrated into the new Strategy, and the Strategy Framework also sets out explicitly the relationship between Themes, Goals and the Millennium Development Goals.

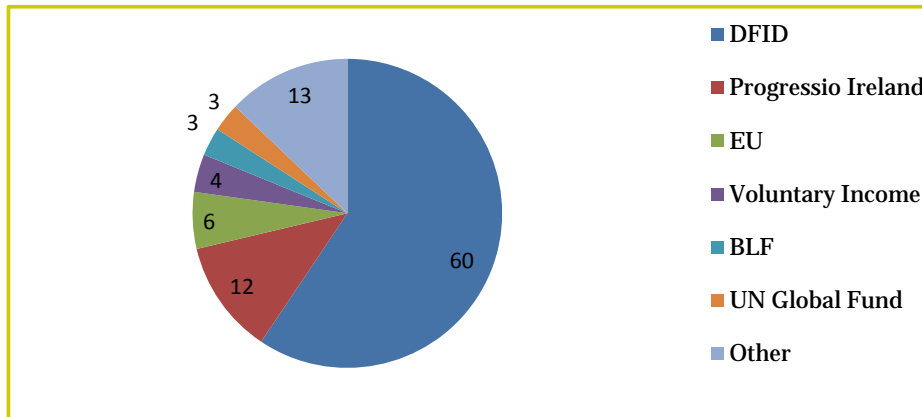
4ii) Efficiency

The following graph (table 4) highlights the percentage of total institutional income spent by function during 2009/10:



This graph highlights the fact that less than 5 % of Progressio's institutional income is spent on fundraising and that 74% is allocated across the 3 core themes of work. Progressio met and exceeded its budget targets for both 2008/09 (£5.27m achieved against 5.12m) and 2009/10 (£5.65m/£5.52m) increasing expenditure by 7% across the two financial years.

Table 5: Progressio income by donor:



Efficiency measures over the same period have led to a reduction in the percentage of total expenditure globally on core support functions, i.e. programme support, governance and fundraising costs. In FY 2009/10 these stood at £1,801,190; a total of 31% of the overall annual expenditure of £5,653,536. A reduction of nearly £400,000 has reduced this to 26%, so that 74% is now spent on direct programme delivery, which includes in-country development worker costs, against an approved estimated expenditure of £5,516,569. At the same time Progressio achieved a growth in the percentage of development worker costs in relation to direct charitable expenditure; from 30% in 2008/09 to 32% in 2009/10, largely achieved in the Africa, Middle East & Asia region.

Progressio continues to have a relatively high ratio of staff to development workers in some of its smaller country programme, shown in **Table 6:**

development workers in post as at 31/03/10	Staff in Country Programmes (11)	
93	Country Representatives	11
	Programme Officers & Assistants	6
	Programme Development & Fundraising Officers	5
	Finance and Administrative Support Staff	14
93		36

Progressio’s particular, people-centred approach to international development, i.e. skill-sharing and advocacy, is human resource intensive, more so than grant-making. Development workers and staff comprise the larger part of the input and many of the development workers and UK and international staff engage in the high quality policy work that has gained Progressio its reputation. This is particularly the case with Country Representatives, who play a broad role in accompanying civil society processes more broadly across the sector, going far beyond simple programme management.

4.iii) Organisational Effectiveness

Value for Money of the PPA to Progressio

The PPA has helped Progressio continue the process of integrating the formerly separate two parts of its work, advocacy and development worker sending, into one programme. It has enabled long-term working on difficult issues, e.g. Somaliland elections and East Timor justice and reconciliation, work described by Christian Aid’s International Director as “ a service to the sector as a whole”. A

significant number of evaluations have been carried out over the period, with generally very positive findings, including Somaliland – HIV and civil society capacity building; International Advocacy learning review 2010; Evaluation of environmental sustainability work in Central America in April 2010; Gender review in 2008 and an evaluation of HIV and AIDS work in the Dominican Republic in 2009. The strengthening relationship with DFID has also given Progressio more structured opportunities to meet and work with other PPA holders, as evidenced by the cross-agency climate change work in Peru, and inter-agency submissions to IADB, among others. Being a recipient of PPA funding has also helped establish Progressio's credibility with new audiences. The advocacy work with the EU and DEFRA on illegal logging, and the developing water and climate change work at the UNFCCC (United Nations Framework Convention on Climate Change) has been greatly, if subtly aided by this recognition.

Progressio has taken advantage of this round of funding to invest in its internal readiness. It has made progress in leveraging funds from other sources, using PPA money as match funding to win 7 EU contracts, worth over 2m Euros. And having the security of the PPA helped secure funds from Irish Aid and the Big Lottery. PPA funds have also acted as 'seed money' enabling Progressio to invest in and develop thematic and programmatic working across several countries and then to employ a number of country-based Programme Development and Funding Officers to develop proposals to help further diversify their funding basis.

A final point here is the extent to which Progressio has been able to build and strengthen strategic alliances with other agencies, many of which are PPA holders. There is growing cooperation with CAFOD, Christian Aid and Trocaire in Central America and the Andes. CAFOD, through an annual block grant, fund several development worker placements and the advocacy work on Zimbabwe and climate change. There is increasing appreciation in these agencies of the potential added value of a development worker to the aid efficiency process. Development workers can add value and efficiency to the work of these agencies' partners through strengthening the organisation's internal systems and rigour in financial management, and also through leveraging for fundraising, building external and international relationships.

Effectiveness

Assessing organisational effectiveness in a quantitative way is challenging. Analysis of development worker figures is only one small part of Progressio's overall performance. Other quantitative data is now available as Progressio's new monitoring and evaluation system, RICA, comes on stream, so that much more significant monitoring data will already be available by the time this PPA period comes to an end. That development is in itself significant value for money and it will enable a more articulate telling of Progressio's story. In addition, Progressio is currently undertaking a Keystone accountability survey, which will indicate partner satisfaction levels.

In the absence of this Keystone data, partners were asked in interviews about their levels of satisfaction with Progressio and their experience of development workers. They were overwhelmingly high.

Partners were also asked about what alternative they have to employing development workers, and, a more difficult question to pose and assess: what would have happened to the work had a development worker not been employed? In the countries reviewed, Somaliland and the Dominican Republic, there are few other volunteer sending agencies. That is part of Progressio's value in these countries. The only other skill sharing or capacity building alternatives are i) to train individual staff through formal training courses, an option not generally available to most partners due to cost, but certainly of very limited availability in Somaliland, or ii) employing either national or international consultants. Again, the availability is both limited and far too expensive for the majority of partners to consider. Furthermore, this resource intensive human resources cost is unlikely to be countenanced by the majority of donors.

The overwhelming evidence from the interviews was this; without the development workers, the particular piece of capacity building work, whether in advocacy, institutional strengthening, or building the skills and confidence of teachers of the Visually Impaired would not have happened. Added to this is the fact that the cost of recruiting and maintaining development workers in post is relatively low. Staffing costs could possibly be reduced with further rationalising of overseas programme management but Progressio's staff need to be considered as key inputs in their change

model not just management costs. Progressio's Country Representatives, in particular, are experts in local development practice and active in local political and policy change processes so they bring an in-depth knowledge and experience that makes them much more than programme managers. They add much value to both the work of development workers and the international advocacy work, and add to the intrinsic sustainability of the development worker model, and the legacy left by building capacity more broadly across civil society in many of the countries where Progressio works.

By the end of this PPA period, Progressio will have made very significant progress towards achieving the 4 Strategic Objectives, including meeting specific targets relating to advocacy interventions and capacity building. For relatively low costs, Progressio is having a great deal of impact. A large number of organisations have been enabled in a meaningful way; there is an increase in civil society engagement in countries reviewed and more policies affecting the lives of the poor and marginalised are being influenced, changed and implemented.

Section 5: Lessons Learned

This section will draw on an understanding of learning as an exchange of information – whether a conversation, something read, or even written - which then led to change in thinking or behaviour, i.e. with a focus on then *doing something* differently. Of this there are a range of examples.

When interviewing Progressio staff about how and where the organisation learns, most answers focussed on staff trying to remember instances of where information had been exchanged, or good practice shared, but they didn't think about where this led to doing something differently. Furthermore, staff seemed to find it difficult to articulate how and where the learning took place. It might be an interesting exercise for staff to work through some examples of lessons they feel have been learnt, and identify how and where that took place.

Strategy

Lesson Learned no 1: a more focussed Strategy

Progressio's new Strategic Framework, People Powered Development (PPD), signals a number of shifts which draw on lessons learned across the organisation. Firstly, the effective mainstreaming of Participation and Effective Governance. This is the title of theme one, and the focus of Goal 1, with attendant objectives but is effectively mainstreamed throughout much of Goals 2 (HIV and AIDS) and Goal 3 (Sustainable Environment) and as an underlying approach. This gives the Strategy a unity around the theme of empowerment. Tim Livesey, adviser to the Archbishop of Canterbury, and Progressio Trustee commented that the new Strategic Framework shows a true understanding of the 'Big Society' as a process of local communities actively engaging in local government, and at the same time, holding that government to account, saying that "Progressio doesn't just talk as if people are equal; it acts as if they are". As Progressio's two former 'arms' integrate, the organisation is learning that this advocacy for inclusion is its core competence and this new strategy is a further coming together of its development worker sending programme and its advocacy work. It shows a slight conceptual shift as the civil society strand assumes much greater importance and a clear understanding that development is not possible if people are not engaged in their own future.

The change in title is positive. 'Changing Minds, Changing Lives' had a 'think-tank' sound to it: 'People Powered Development' speaks more of social movements.

Lesson Learned no 2: competence in HIV and AIDS work

The second observation is a reversal in order of themes 2 and 3, with Sustainable Environment assuming slightly more importance than the HIV and AIDS work. This signals a realisation that service delivery in HIV and AIDS treatment and taking a 'medical model' instead of a rights based approach is not Progressio's core competence. There is a slight irony here as elsewhere this report has observed the high quality of the service delivery work in HIV and AIDS in Somaliland, but all concede that this work is something of an anomaly. Progressio is one of a very small number of international NGOs working in Somaliland and also has a very strong reputation. They began work in this field by invitation, and have done it to an impressive level. However, Progressio is a small agency, with limited resources and this re-prioritising has been an exercise in learning that it is not possible to do everything and have to prioritise. This is a further articulation of a core competence. Irish Aid 2009 monitoring visit of Progressio partner COMUS' work on HIV and AIDS advocacy in the Dominican Republic, found that "This project has done model work at policy/advocacy level". Progressio is not and cannot be a specialist in HIV and AIDS and this will ultimately make this work less effective. Over the next 5 years the HIV 'service delivery' and prevention work will be phased out, and the focus will shift to advocacy for and with people living with HIV and AIDS at local, national and regional levels. They will seek to ensure that people living with HIV and AIDS have their rights acknowledged and services provided, but will not be a provider of their services.

Lesson Learned no 3: HIV and AIDS advocacy

Progressio has learned a further lesson in relation to the HIV and AIDS work. Progressio brings particular competencies in engagement with faith-based groups to this area. The organisation's 'dual identity' of being very much part of the wider Christian community, but not part of the institutional Church enables it to engage in work which institutional Church agencies cannot. Therefore they can work with other 'non-institutional' groups who are able and willing to work with the most

marginalised and vulnerable for example Commercial Sex Workers and the gay community. This identity also means that Progressio can bring an expertise in engagement with faith groups, for example the work done with faith leaders in Yemen and Malawi, and to a certain extent in Somaliland.

As some of this ‘marginal’ work may be at odds with the teachings of the institutional Church, there is a delicate line to hold and Progressio understands that it is currently difficult to engage with the Church in the UK on this issue. The lesson learnt here is that their influencing work is better done through and by partners in country programmes, and through influencing ‘opinion formers’, which is the term used in the new Strategy.

Monitoring and Evaluation

Lesson Learned no 4: Gender mainstreaming and accountability

Observations from interviewees show that Progressio is learning a key lesson about gender mainstreaming. Even for an organisation with Progressio’s depth of understanding and engagement with gender issues in its programmes the decision to mainstream increases the risk of lack of accountability on progress, as often there is no longer any one single person with responsibility for ensuring that targets are being met. The 2008 Gender Project Plan which shaped the mainstreaming process was not formally reported on. Although, as has been seen elsewhere, gender considerations are now fully integrated into Progressio’s new monitoring and evaluation system, RICA, there seems to be little overall awareness in the organisation of the progress made over the last 3 years. The setting of a specific Key Performance Indicator committing Progressio to external evaluation of this work demonstrates that they have learned the necessity of gender being held at a corporate level.

Advocacy and Communications

Lesson Learned no 5: Conducting Public Campaigns

The ‘Learning Review’ of Progressio’s International Advocacy work on water and climate change adaptation conducted earlier this year highlighted a key number of lessons for Progressio to learn. Perhaps the most important observation of this report was that successful campaigning requires agreeing a key policy change objective; internal and external consistency of messaging, and a coordinated, cross-organisational strategy with buy-in from all staff. The Review focussed on the lack of coordination between the development and launching of the Just Add Water campaign, and the Advocacy team who were, at the time, focussing on the forthcoming UNFCCC meeting at Copenhagen on climate change adaptation and water. It concluded that different parts of the organisation were, at that time, looking in different directions; attempting to influence different people with different messages, allowing the influencing aspects of the campaigning to fall into something of a gap between the two teams. A number of key recommendations were made in the report in relation to developing mechanisms for improved cross-organisational cooperation, particularly between these two teams. Interviews demonstrated that the findings of the Review were discussed extensively, that specific recommendations had been heeded and, more importantly that staff had taken ownership of the findings. This has resulted in real lesson learning, i.e. an exchange which has led to a change in thinking and acting, with the Advocacy Strategy group now showing leadership in the area of coordination, and increased communication and cooperation between the Campaigns staff and the Advocacy and Policy team.

Lesson Learned no 6: maximising partner input into international lobbying opportunities

Another observation from the Learning Review was that Progressio could increase the effectiveness and impact of partner attendance at international meetings by providing a more tailored support package to the partner both before and after the meeting. This was based on reviewing the effect of bringing partners to the Barcelona and Copenhagen Conference of Parties meetings in 2009/10. Whilst the evaluator, and several external parties interviewed during this evaluation process emphasised the power of Progressio partners’ testimonies at both events, it was made clear that more could be done to improve their capacity and also to root the experience back into the programme work following the event. At the recent Bonn round of negotiations, Progressio staff again arranged for a development worker to attend. Evidence of learning was demonstrated by the careful preparation carried out with him beforehand, making use of his reflections in a live blog on the website and putting in place a programme of follow-up support.

Notwithstanding the above observation, the Learning Review also concluded that some very successful work was done by Progressio at the round of UNFCCC meetings, particularly in support of partners' advocacy and country delegations. Having also noted, as this report has, Progressio's own commitment to enabling Southern voices to be heard, through a combination of its development worker sending and advocacy work, the Learning Review states that it needs to be asked whether the best way of operating in future would be not through undertaking direct advocacy, but to work in support of or alongside Southern partners. This is already being acted upon, for example in the joint work with partners recently in Peru, in the work done in support of the Somaliland election process and in the international work being carried out on cross-border dialogue in Hispaniola. The Environment Advocacy Officer is in the process of setting up a virtual form of 'Community of practice' with development workers working together on environment issues, which is a change of practice in line with this observation. However, at the time of writing of this report, it was not clear to what extent Progressio had formulated an absolute response to this recommendation, nor indeed whether an 'absolute' response is practical, given the ever changing nature of their environment, but it is certainly a logical conclusion to their way of working and core competences in this area.

Conclusion

An overall observation in discussing lessons learned with Progressio staff is that the discussions have been characterised by an openness to learn and a lack of defensiveness. Many of the above lessons have no doubt been painful to learn but have left the organisation considerably stronger as a result. A final observation is that the strategic funding of Progressio has made a significant contribution to the organisation's ability and willingness to learn. Without that core flexibility, and, possibly, without that external process of being held to account in a cross organisational way, rather than simply by individually funded projects and programmes, much of the learning cited above would have been more difficult to achieve.

Section 6: Building Support for Development

This section considers the progress Progressio is making towards achieving Strategic Objective 4: *Key sectors of the British public (including existing, potential Progressio supporters, social justice activists, Catholic constituencies) are more aware of issues of sustainable development, are engaged more fully in the issues through campaigns and advocacy.*

Results: Progressio has made huge progress towards meeting this Strategic Objective, through meeting the majority of the 7 indicators. Least progress has been made against 4.01 seeking a 100% increase in visits to the main website. Progress has been slower than expected, achieving a 58% increase to date, largely due to the fact that the development of the new website took longer than planned. The new, much improved website was launched in July of this year and this percentage is expected to increase. Progressio is already defining younger Catholics as a group it wishes to engage both as activists and supporters and the new website, plus boosting its online presence will be a key channel for this.

In the opinion of the evaluator there is a particular issue here with the original targets and baselines. These were so low that even if all the indicators are met, this still leaves something of a gap between the meeting of the indicators and meeting the overall Objective. However, the targets and baselines are a good indicator of the limitations of Progressio's capacity in this area at that time, and therefore also now an indicator of how much good work has been done in building Communications awareness and capability within the organisation.

6i) Building public knowledge & global awareness of poverty

The target audience

As its roots in the radical Catholic tradition would indicate, Progressio's 'traditional' constituency and membership have largely comprised progressive Catholics influenced by liberation theology, many of them aligned with the struggles of Central America in the 70s and 80s. Several factors are now giving Progressio cause to extend its supporter base beyond this traditional constituency. Firstly, fewer Catholics aged 35+ now have formal engagement with the Church and may be harder to reach through traditional means. Secondly concern with Central and Latin America may now have become wider concerns about environmental issues.

Thirdly, during the course of this evaluation many external parties, including DFID, commented on Progressio's low profile relative to other agencies and lack of clarity as to the brand. In 2006 the two entities formerly known as CIIR and ICD became Progressio. Whilst all interviewed felt it had been necessary and was generally well handled, the change of name caused a loss of profile. Progressio have recently found that even parts of the core constituency are not as aware of their work as they could be and the launch of the new brand is an opportunity to reach these, and wider audiences.

In promoting this new brand, Progressio could perhaps articulate more clearly its particular model of change and its contribution to the development process. There has been a tendency to simply describe the input as 'Progressio' and not specify what particular form it has taken. The recent development of the 'Sponsor a Local Hero' initiative, as Progressio's first ever fundraising 'product' will go some way to addressing this concern as it is a clearer articulation of the DW at the core of Progressio's work. This will initially be aimed at Justice and Peace groups and combined with visits from DWs should encourage engagement & sponsorship.

Although Progressio has been able to meet most of the indicators in Communications, there seems to be some uncertainty about the exact numbers and categories of supporters, and therefore the people with whom the organisation engages. It is arguable whether the supporter base is larger than reported in the PPA self-assessment, but as there is some crossover between the various categories of members, supporters, campaigners, donors etc, this is hard to demonstrate. Communications staff are now seeking to address this through use of Raiser's Edge and a move towards a single term, 'supporter', with category breakdowns.

Media coverage

A full time Media Officer was appointed in 2008 and the extent of media work has improved substantially. Indicator 4.02 shows a total of 300 articles against a very low baseline of 12. 63% of the coverage appeared in religious/faith-based media, which is still Progressio's natural milieu. A particular 'coup' in 2010 involved taking a reporter from the Tablet, a highly influential Catholic publication, to Haiti. However, Progressio now needs to reach further beyond the Catholic media into the mainstream, bringing Progressio's distinctive voice and experience to a wider audience. The recent report highlighting the effect of asparagus production in Peru on local water resources was covered by the Guardian, the Financial Times and the BBC's World Service and raised awareness of the issue among wider sectors of the British public, as well as key stakeholders, such as retailers. In addition, the report has received substantial attention in Peruvian media. This report will be used as research evidence to provide the analytical framework for the virtual water policy/advocacy work.

6ii) Generating public support and momentum for action

Over the recent period Progressio has appeared at increasingly high-profile public events, such as addressing 2,000 people at the G20 church service. Evidence presented in indicator 4.03 shows that invitations to address parish and Catholic Justice and Peace events have increased. Whilst this is still reaching a 'traditional' audience, it nonetheless signals an increase in profile and the ability to reach more people who are already or potentially campaigners. This section also shows a small number of invitations to engage with Catholic schools, particularly at Sixth form level. Progressio's brand of campaigning, particularly environment related may well appeal to these audiences. However, Progressio is not yet developing strategies to work specifically with this younger audience, but is instead focussing on deepening its reach among its core target audience of 35+ Catholics. . Invitations to appear at events reaching beyond their traditional audience have however also increased, including the Executive Director addressing the Annual General Meeting of BOND (British Overseas NGO Development Network). Through the increase in the number of events attended and the attendant increase in numbers of people reached, Progressio estimates that it has reached an audience of over 12,000 people.

Although not a formal agency of the Catholic church, Progressio's Catholic roots mean that the organisation is well-placed to offer critiques and analyses of Catholic perspectives on international and development-related issues, from an independent position. For example a study guide on 'Caritas In Veritate' and the recent briefing provided to Lambeth Palace, MPs and DFID in advance of the Papal visit. Interviews conducted show there is clear appreciation of the 'Comment' series of publications bringing theological perspectives to difficult issues, e.g. HIV and AIDS and of the contributions Progressio makes in helping the wider audience understand Christian/Catholic perspectives on development. Progressio are currently developing the UK's first website dedicated to Catholic Social Teaching and hopefully this will introduce further numbers of people to this perspective.

6iii) Stimulating the public and/or organisations to act to reduce global poverty

Campaigning

Over this period campaigns have focussed on Genetically Modified Organisms/ 'Terminator' Technology; sustainable water resources management and East Timor. One supporter felt that Progressio's faith perspectives have made a great contribution to the wider debates on climate change & Terminator Technology, and that the work on water & adaptation has the potential to raise their profile if they can approach it with a new angle.

In 2009, the photo exhibition 'East Timor: Trapped in the Past', was held in the House of Commons as part of the 'East Timor: Who cares?' campaign marking the 10th anniversary of independence. The exhibition was sponsored by Paul Goggins MP, launched by the Foreign Office Minister and the high-profile turn-out demonstrated that Progressio is relevant and has a good reputation with a number of MPs. 38 MPs signed an EDM for East Timor. 551 people (including 150 new supporters) took action as part of the campaign. Paul Goggins MP commented that "he didn't hesitate for a minute (to accept the invitation)" and that he was proud to be associated with Progressio. A challenge to Progressio is to find a way of capitalising on this expressed support, and building more of a consistent supporter base with this constituency. One example is the recent briefing sent to all Parliamentarians on the Papal visit that was warmly welcomed by many.

The 2009 'Just Add Water' campaign saw 2,340 people lobby their MPs for water issues to be included in the Copenhagen round of negotiations. Over 1,000 of these 'actions' were from new supporters. Given the organisation's relative inexperience in conducting public campaigns, for example the 'Terminator Seed' campaign was the first with a specific policy advocacy goal, and the fact that Communications and Campaign staff had never before interfaced with advocacy staff in this way, it was a successful initiative. There were some lessons to be learnt about developing clear and consistent policy messages and collaborative cross-organisational working. This was covered extensively in an external 'Learning Review' in 2010 and there is some evidence of lessons learned; it is hoped that the fruits of this will be seen in the unfolding campaign on virtual water and climate change adaptation.

Progressio has begun to work as part of larger coalitions, particularly in campaigning and lobbying work. This is an efficient use of resources for such a small agency, but runs the risk of Progressio's brand disappearing amongst larger and more recognisable organisations. The challenge seems to be how to widen their appeal and reach, without losing or diluting the reputation for being a specialist agency, which is clearly part of their value.

In the course of this evaluation it became clear that Progressio is viewed as an organisation with a good track record of consistently following issues and working to very high standards, rather than relying on easy and shallow slogans. Although resources are limited and the current audience is fairly select, Progressio has a talent and natural inclination for ensuring that the voice of the most socially excluded is at the heart of their messages. Paul Goggins MP also said of Progressio: "their work has a quality and focus to it which makes it different to other organisations...the voices of real people are in there." The nascent policy work on virtual water and water footprint is being developed alongside lobbying work tracking the UNFCCC process relating to climate change adaptation and water. Whilst there is an obvious crossover, there are complex concepts at work here and Progressio could strive to ensure absolute clarity and consistency of messaging in order to bring this work to a wider audience.

The bold and strikingly named new Strategic Framework 'People Powered Development' contains some clear, specific Key Performance Indicators related to their communications and campaigning work, demonstrating a commitment to build strategically on their strengths, whilst seeking to be and do more.

Section 7: Key Challenges

7i) Strategy and Organisational sustainability

For Progressio

Progressio has been funded to a very substantial degree by first ODA and now DFID for many years. Whilst this funding has brought great benefits, arguably to both partners, this dependency on one donor has led to a very high-risk situation. Evidence gathered during this evaluation suggests that there is an urgent need for Progressio to diversify funding sources. Progressio has had substantial success in leveraging the PPA funds to secure funding from other donors, such as the EU, Irish Aid, Comic Relief, the Big Lottery and the UN Global fund. These shorter-term, restricted project funds, offer less flexibility and often require ‘match’ funding, but they need to be an increasing part of the funding picture.

A second key challenge affecting Progressio’s sustainability, in the opinion of the evaluator, is the strong connection with and rooting in Latin America, which is a key and influential part of Progressio’s history and its culture. The strong values of solidarity and long-term accompaniment are to be a cause of pride, and the relationship is part of Progressio’s radical Catholic roots and identity. Some will no doubt want to see the strength of that relationship continued. There are advantages to a strong Latin America programme. Arguably, development worker placements are both easier to support, and more effective in countries with a stronger infrastructure. In addition, policy interest and capacity is probably higher among Latin American partners and civil society mobilisation is more of a reality

The challenge here is twofold; firstly, Latin America has not been a priority for the UK government in funding terms for some years and funding for development work in Latin America is becoming harder to find. Secondly, in terms of building up a supporter base Central and South America traditionally attracted a strong ‘solidarity’ membership, but evidence suggests that this is no longer such a strong cause internationally.

Progressio is well placed to develop its work in Southern Africa and in Yemen and Somaliland, which are of growing strategic importance. However, security in both countries places constraints on geographical coverage. For an organisation with such a strong values base, and emphasis on solidarity, which has enhanced its reputation, there may be difficult strategic choices ahead. Competition from other volunteer-sending agencies is higher in Southern Africa. The PPA has helped and motivated Progressio to strengthen links with other PPA agencies, and to begin developing more tangible strategic alliances. Evidence from interviews suggests that Progressio development workers add considerable value to the work of funding agencies’ partners and that this could be further developed.

For DFID

In some ways the PPA has both contributed to the organisation’s sustainability and been something of a disincentive from tackling it at an earlier stage. The length and continuity of ODA/DFID core funding may have contributed to a certain extent to Progressio not taking faster and harder decisions around investment in fundraising. In the opinion of the evaluator, the most efficient and effective way of supporting Progressio through the next stage of its development would be further funding which concentrates on the twin strategies of reducing dependency through motivating further diversification of funding and thereby contributing to its sustainability as an organisation.

7ii) Building internal readiness

Packaging the work

A further challenge in relation to seeking to diversify funding is that Progressio will need to further develop its internal readiness in order to package its work in a way that is more appealing to donors – both small and large. The growth of programmatic working and the growing integration of advocacy and development worker inputs will make this task easier.

Learning to tell the story

Building internal readiness draws on and affects all parts of the organisation, and requires resources. Many interviewees felt that Progressio could be bolder and more coherent in telling its own story, which might involve a better articulation of what the organisation offers. It is sometimes difficult to ascertain what exactly Progressio does and how it seeks to effect change. Developing a more coherent, and articulated model or theory of change might clarify this, both for staff and for external audiences, and may further develop the integration of the two programmes.

Once the narrative is in place, telling and marketing the story becomes the responsibility of all staff, beyond those with Communications in their job title. Branding can be a difficult concept to swallow in organisations with a strong solidarity culture, but many interviewees commented on the need for Progressio to strengthen its brand and raise its profile, and to take more ownership of the organisation's successes, although these comments were sometimes contradicted by the appreciation of Progressio's more subtle approach, particularly in advocacy work. Delicate behind-the-scenes work cannot be headlines, but a strategy entitled People Powered Development demands wider broadcasting.

Clarifying Progressio's audience and how to reach them

Firstly Progressio faces the challenge of strengthening contact with its current supporters. There seems to be a current lack of clarity about current supporters, which makes the task of segmenting and targeting audiences very challenging. A clear system that will aid fundraising and marketing work can then be built on to establish clear strategies for reaching the various audiences. This would seem to be an urgent requirement.

Secondly, interviewees made several suggestions about future potential supporters. These included targeting Catholic schools and university chaplaincies. Work with sixth form pupils has already begun in a small way and this evaluation did not explore to what extent the organisation considers it has the expertise to target this group, or university students, but they may be groups within their reach. Another suggestion was to follow up the successful East Timor exhibition in the House of Commons by establishing a small group of MPs or people with parliamentary experience in order to build up a more consistent support group at this level. A great deal of work with parliamentarians has already taken place, and it is recognised that this is very resource intensive, but would be very beneficial to Progressio.

Lesson learning

Progressio's new M&E system will help to gather the information to enable stories to be told. It is clear that learning is taking place in many parts of the organisation, but staff are often unclear about how and where that learning took place. Evaluations which have taken place have been listed elsewhere in this report, but there are several examples of high quality work taking place in the field which have not been systematically documented and are therefore not available for staff and wider audiences to learn from, for example, the participatory budgeting and municipal development work in the Dominican Republic. In the evaluator's opinion, staff themselves would benefit from understanding the exact nature of Progressio's inputs and this could contribute to the organisation's ability to understand and articulate its model of change.

Progressio's new Strategy refers to working with social movements, and there is already much relevant experience across the organisation. There have already been evaluations of the Somaliland experience of placing development workers in umbrella and apex organisations, which contain both challenges and endorsement of this strategy. However, it is unclear whether or to what extent these have been heard or taken up elsewhere in the organisation and how much thought has been given to the strategic use of development workers in these kinds of partner organisation.

7iii) A return to 'solidarity capacity building'

Progressio has successfully pioneered and established the value of South-South volunteering and along with this, has seen a considerable 'professionalisation' of the development worker. It has been many years since Progressio development workers (indeed, if ever) have been newly fledged graduates or professionals wanting to experience other cultures and travel. Indeed, the development workers encountered during the course of this evaluation were very impressive, highly qualified and

experienced professionals, for whom, often a placement or job with Progressio is another agency to add to their CVs. Having predominantly national-only programmes in Zimbabwe and Haiti will bring new challenges. The organisation has already noticed a small trend amongst development workers to start looking for and even taking up a new job before the end of their placement. Staff have introduced a return to the notion of 'solidarity capacity building' and seek this commitment in their candidates, but commitment cannot be guaranteed. The recruitment coordinator has raised the idea of developing a retention strategy, which is a welcome move. There is a continuum between development workers who don't want to leave, and those who rush to the next job, and it is a challenge for Progressio to find a balance.

7iv) Ensuring the rootedness of advocacy and campaigning in partner experience

A final challenge to Progressio is one that has been referred to several times in this evaluation, and was covered extensively in the International Advocacy Learning Review, so needs only a brief mention. Progressio's new advocacy and policy work, which has a campaigning component, on virtual water is potentially very powerful. It is also potentially a niche theme. Much of Progressio's previous work has seemed risky and niche at the time, and that may be a lesson to external evaluators, but it is vital to root such a challenging and complex topic in authentic experience. Progressio has such a strong reputation for the authenticity of its voice and its efficacy in bringing Southern voices to the table is a core competence. The challenge is surely to continue working in this way.

7v) Value for Money

There is a challenge for both Progressio and DFID to find a means of assessing value for money that draws equally on quantitative and qualitative indicators and considerations. This methodology would also need to be contextual, taking a 'whole picture' view of the organisation's historical and cultural aspects. There is a sense of Progressio being at a very challenging point in its narrative. The last 10 years have seen a process of structural and organisational integration and growth, which are adding great value to the overall work. This continuing process of developing a model of change whereby the various parts of the programme add value to each other needs to be viewed as part of the organisation's overall continuing value for money. Both Progressio and DFID have roles to play in determining a means of support and assessment that will not only understand but also nurture that continuing process.

Annex 1: Interviews conducted

Progressio staff	
Dr Adan Abokor	Country Representative, Somaliland
Tim Aldred	Advocacy Manager
Christine Allen	Executive Director
James Collins	Director of Finance & Administration
Keith Ewing	Communications Director
Steve Kibble	Advocacy Officer Africa, Middle East & Asia
Petra Kjell	Environment Policy & Advocacy Officer
Susan Mulievi	Programme Officer, Somaliland
Belisario Nieto	Programme Quality, Learning & Evaluation Officer
Lizzette Robleto	Advocacy Officer Latin America & Caribbean
Catherine Scott	Regional Manager Africa, Middle East & Asia
Ricardo Tomaz	Recruitment, Selection & Training Officer
James Whitehead	International Programmes Director
Osvaldo Vasquez	Regional Manager Latin America & Caribbean
Sonia Vasquez	Country Representative Hispaniola
Donors, UK & international partners	
Amanda Burns	Latin America Advisor, Civil Society Department, DFID
Josephine McLoughin	Peaceful States and Societies Relationship Manager, Civil Society Department, DFID
Mike Battcock	Peaceful States and Societies Adviser, Civil Society Department, DFID
Michael Walls	University College London and Somaliland Focus UK
Paul Goggins	MP
Brenda Lipson	INTRAC & former Trustee
Tim Livesey	Trustee and Secretary for Public Affairs to Archbishop Rowan Williams
Penny Evans	Senior Policy/Advocacy Officer, World Wildlife Fund
Lord Leslie Griffiths	Methodist Minister and House of Lords, & Convenor of the Hispaniola Round Tables/APPG Haiti
Nigel Taylor	Independent consultant (author of Learning Review)
Paul Valentin	International Director, Christian Aid
Chris Bain	CEO, CAFOD
Matt Woods	Second Secretary, British Embassy, Addis Ababa
Hispaniola	
Sergia Galvan	Partner – Director of Colectiva Mujer y Salud

Alejandra Hernandez	Counsellor, Embassy of the Dominican Republic in London
Andrea Gallina	Civil Society Specialist, World Bank programme, Dominican Republic
Mario Serrano	Director, Servicio Jesuita, Centro Juan Montalvo
Nimco	Acting Head Teacher, Somaliland Braille Centre (SBC)
Ahmed, Sayid, Taysir	Teachers at the Somaliland Braille Centre
Rashid Sulub	Programme/Project Manager, Doses of Hope Foundation
Amina Abdullahi	Programme Administrator, Doses of Hope Foundation
Hassan Hussein	ED, Somaliland National Disability Forum (SNDF)
Barre Ali Diriye	Board Member, SNDF
Abdi Rahim	Consultant, SNDF
Hassan Ismail	Accountant, SNDF
Asmahan Abdisalam Hassan	Executive Director, Forum for Peace & Development
Ismail Abrar	Project/Programme Officer, FOPAG
Ahmed Mohamed Mohamud	development worker, FOPAG: Election Monitoring Advisor
Ulf Trindlen	Field Officer/Deputy Head of Office, EC Liaison Office, Hargeisa, Somaliland
Mohammed Ahmed Mohamoud	Executive Director, SONSAF
Omer Osman Miigane	Programme Coordinator & Acting ED, Somaliland National Youth Organisation
Korow Dahir Issak	HIV and AIDS Youth Worker (development worker): GAVO
Samuel Neil Okeyo Ogwang	development worker Blind and Visually Impaired Rights Advisor, Somaliland Braille Centre; Doses of Hope (development worker)
Stephen Mwalo	Youth Rights Adviser (development worker): SONYO (Somaliland National Youth Organisation)
Ali Abdullahi Abdi	HIV and AIDS Development Adviser (development worker): Talowadag
Cissy Nalusiba	Women's Rights Adviser (development worker): NAGAAD
Edward Musinguzi	HIV and AIDS Integrated Services Supervisor, (development worker) Hargeisa Group Hospital
Wario Galma	Country Representative, Action Aid
Ahmed	Programme Officer, Action Aid
Ahmed Awale Ibrahim	Executive Director, Candlelight
Ahmed Omar Hirsi	Executive Director GAVO
Abdirisak Warsame	Programme Coordinator, GAVO
Gulleid Osman	Executive Director, Talowadag

Ali	Project Officer, Talowadag
Aneb Ismail	Chair of the Board, Talowadag
Fadumo Ahmed	Vice Chair of the Board, Talowadag
Kinzi Kowden	Acting Executive Director, NAGAAD
Hodan Hassan Elm	Programme Coordinator NAGAAD
Tusmo H. Warsame	Head of the IPTCS Centre, Hargeisa Group Hospital
Dr. Abdirahman Geele	Global Fund Medical Advisor, Hargeisa Group Hospital
Dr. Abdirashid	HIV Global Fund Focal Point for Somaliland, UNICEF
Dr Abdurahman Abdillahi Mohamed	Regional Health Officer/MCH Clinics
Focus Group Discussion	
Suad Ibrahim Abdi	Senior researcher with the Academy of Peace & Development (APD)
Haroon Ahmed Yusuf	Freelance consultant and external advisor to Progressio
Mohamed Hussein	Executive Director of Somaliland National AIDS Commission (SOLNAC) Secretariat
Mohamed Barud Ali	Freelance consultant.
Saeed Ahmed Mohamoud	Director of Interpeace in Somaliland

Annex 2: List of Documents Reviewed

Progressio Programme Partnership Arrangement 2005 - 2010

Progressio PPA 2009/10 self- assessment form

LAPPA Annex self-assessment

Advocacy

International Advocacy Team Draft Strategy 2010-2015

International Advocacy Learning Review of Progressio's climate change advocacy on water & adaptation in 2009: Nigel Taylor

Advocacy Monitoring Report – Environment March 2010 (Final)

Advocacy Monitoring Report – Water

UNFCCC Portfolio of Evidence

Water Advocacy Project Plan (2009 – 2012)

Advocacy Monitoring Report – Illegal logging March 2010 (Final)

Portfolio of Evidence: Compromise Text DDR final (text of proposed EU legislation on importing illegally logged timber); Caroline Lucas MEP feedback May and June 2010;

Portfolio of Evidence: Progressio's Position (Illegal logging) paper to the EC Parliamentary Environment Committee April 2010

Brief Portfolio of Evidence UNFCCC

Advocacy Monitoring Report (DoHa) March 2010(Final)

Portfolio of Evidence: Agenda Third Round Table Meeting on Haiti/ Dominican Republic 12th Oct 2010: DoHa – ONGs forman campamento Feb 2010; Progressio's Key messages 080310: FCO response to 140909 event (Sept 2009); Foreign Office meeting minutes 150710;

Progressio Policy Paper: Hope for Co-existence

Case Study: Immigration in Hispaniola

Advocacy Monitoring Report: Africa, Middle East and Asia: Zimbabwe; East Timor; Somaliland; March 2010 (final)

Progressio 2005 – 2010 Strategic Framework

People Powered Development: Progressio Strategic Framework 2010 – 2015; Key messages; PPD: The Route Map

Regular Impact & Capacity Assessment (RICA) 2010-2015

MOVs – PATT

Income & Food Security Survey

Somaliland

International Election Observer (IEO) team report on Somaliland presidential elections

26 June 2010: Report to National Election Commission.

Somaliland CSO HR Project Mid term evaluation Jan 2009

Somaliland – Yemen exchange April 2009

Hispaniola

Bi-national Environment Project Plan Christian Aid/Progressio 2009

Case Study: Centro Juan Montalvo

Case Study: Dominican Haitians advocacy July 2009

Case Study: Dajabon Municipality (Urban Planning on Border) March 2009

Case Study: Participatory Budgeting: The Experience of Villa Gonzalez and Fundación Solidaridad in Dominican Republic 1999 – 2007

Women and Leadership: the case of Villa Gonzalez Municipality in Dominican Republic: Auradou, A. (Progressio development worker)

Exporting Participatory Budgeting from Brazil to the Dominican Republic: Hernandez-Medina, E. Brown University

development worker report: Maria Jesus Pola Z: March 2010

Monitoring Visit to Dominican Republic: HIV and AIDS Prevention and Care; Purcell, M: Irish Aid. Sept 2009.

Hispaniola Country Strategy 2005-2010

Hispaniola Country Strategy 2010–2015 (draft)

Hispaniola Annual Country Plan 2009–2010

Hispaniola Annual Country Plan 2010-11

Hispaniola Annual Country Plan 2008–2009

Hispaniola Board Report 08-09

Hispaniola Board Report 09-10

Progressio Malawi and Zimbabwe: Meeting to explore opportunities for joint programming
17th June 2010

Progressio CAP – Organisational Capacity Assessment Profile June 2010 (completed)

Board Report - Development Worker Information for the period 1 April 2009 - 31 March 2010

Strategic Objective 1

El Salvador Case Study ADES (Metal mining)

El Salvador case study - Instituto de Investigación, Capacitación y Desarrollo de la Mujer en El Salvador (IMU)

Mid-Term Evaluation report of the “Capacity Building for Strengthening Civil Society Organisations for Human Rights” Project in Somaliland (2007-2010). January 2009; Kaikai, W.

Strengthening Civil Society to Advocate for Human Rights in Somaliland. March 2007-February 2010

Interim Report to Comic Relief – 2009-2010 (Year 3)

RICA: Capacity Assessment for partners report: Civil Society Capacity Building Project Hodeida. December 2010. Joseph Omondi Aloo, development worker/Project Coordinator

Hispaniola PATT Comité Conjunto Wannament

Peru PATT Equipo de trabajo EDUCA

Somaliland case study: SONYO (Somaliland National Youth Organisation) Youth awareness.

Somaliland Year 3 Interim report for Comic Relief 31 March 2009-10

East Timor FTH Caritas Australia Second 6 month report Jan 2010

East Timor Study tour visit 2010.

Yemen RICA capacity assessment for partners CSO project Hodeidah

Strategic Objective 2

Análisis Comparativa de Línea De Base Y Diagnostico de Medio Termino

En Conocimiento y Percepciones Sobre Sexualidad Y VIH/SIDA en Cuenca – Ecuador. (Authors: Maria Isabel Cordero, SENDAS, Carolina Armijos & Paola Hidalgo. CUENCA – 2010

development worker report: Dr. Abdirahman Abdillahi Mohamed; Integrated Prevention, Treatment & Care Support Centre; HIV and AIDS Clinic; Hargeisa General Hospital, Somaliland March 2010.

Knowledge, Attitude, Practice & Behaviour Survey on HIV/AIDS. Hodeidah, Yemen.

Ecuador SENDAS KAPB comparison of baseline and mid-term data analysis

Malawi development worker Renias Mundingi Info Faith leaders meeting - April 2009.

Malawi MIAA Communiqué - August 2009

Nicaragua development worker report Sandra Monge Ramirez - March 2010

Honduras – Progressio’s integrated approach re Illegal Logging

Peru MdV Discusión de grupo focal Laura Lucio - March 2010

Peru PATT Laura Lucio - March 2010

people living with HIV and AIDS Talowadag - March 2009

Somaliland Abdirahman development worker report– IPTCS-HGH – March 2010

Yemen HIV and AIDS case study: Imams and tolerance

Yemen KAPB survey

Zimbabwe SAFAIDS end of term evaluation report - Final April 2009

Zimbabwe ZAPSO end of term evaluation - August 2009

Strategic Objective 3

Dominican Republic development worker report Edgar Leonardo Noguera - Sept 09

Dominican Republic development worker report Manuel Pereira - March 2010

El Salvador case study ADES metal mining

El Salvador case study women fighting discrimination and economic violence

Irish Aid Honduras/El Salvador monitoring report Progressio BGCSFO

Honduras baseline IFSSS survey LIDERS development worker Jose Ramos

Honduras case study Fairtrade coffee production

Honduras development worker report Danilo Agosto 2009-March 2010

Honduras development worker report Marvin FUPNAPIB March 2009.

Progressio CAFOD report 1 April 2009 – March 2010

Progressio Gender Policy November 2008.

Report on the implementation of Progressio’s gender policy in Progressio’s London office and in the country programmes (2008)

Progressio Gender Project Plan (2008)

Communications Plan 2005 – 2008

Briefing document on visit of Pope Benedict XVI and international development (for recent visit)

Progressio Communications Survey: an audit of staff opinion (2008)

Progressio Communications Strategy April 2009 – March 2010.

<http://ww2.defra.gov.uk/2010/06/17/illegal-timber/>

<http://www.ekkleisia.co.uk/node/12572>

<http://www.progressio.org.uk/blog/ground/climate-scepticism-climate-hope>

<http://www.progressio.org.uk/blog/ground/more-just-hot-air>

Annex 3: Time Line

Activity	Outputs & Outcomes	Dates
Initial inception discussions by telephone	ToRs, approach, dates, and tools discussed and agreed	End July
Review background documentation	Reviewed monitoring information: development worker reports; previous evaluations; internal plans and monitoring reports; Portfolios of evidence. Reviewed and validated PPA Self-Assessment	End July – mid August
Interviews with Progressio UK & overseas staff	Interviews conducted in person, by phone & Skype	July - September
Field trip to Somaliland	Partners, development workers, and key contacts/donors interviewed. Focus group held	Early August
Country Representatives questionnaire survey	Survey prepared, sent, and analysed	Mid-end August
Desk review of Hispaniola country documents	Annual Country Plans, Country Strategic Plans, development worker reports and Board reports reviewed and verified	Mid-end August
Key UK and overseas contacts and donors interviewed	Interviews held by telephone, Skype and email	Mid August – early September
Initial draft report prepared	Specified outline structure met	Mid – End September
Initial draft report presented	1 day workshop with key Progressio staff	October 5th
Final report presented		Mid October

Annex 4: Terms of Reference

Introduction

Progressio is required to undertake an evaluation of its Programme Partnership Agreement with DFID. The purpose of this paper is to invite expressions from external consultants in undertaking this work.

- **Background**

Partnership Programme Arrangements (PPAs) were introduced by DFID in 2000 as direct replacements for the Block Grant and Volunteer Grants. These new models of CSO support allowed DFID to enter high level strategic partnerships with some of the most trusted and respected civil society organisations with whom DFID shared common goals and objectives.

PPAs provide the holders with longer term, unrestricted strategic funding in support of mutually agreed outcomes, enabling them to undertake those potentially higher yielding areas of their work which are innovative and higher risk but are, as a result, often under-funded.

The unrestricted and strategic nature of the PPA funding means that, although high level outcomes could be agreed between the two parties, it was not appropriate to link these to specific identified outputs and outcomes through a traditional log frame approach.

However, over the past couple of years DFID has, following National Audit Office recommendations, undertaken a comprehensive review of the PPA process. One of the main outcomes of this process for Progressio has been the introduction of a revised performance framework with SMART indicators agreed that enable a sample profile of the change levered by DFID PPA funding..

Progressio first received DFID PPA support in April 2000. Our current Programme Partnership Arrangement (PPA) with DFID commenced in April 2005 and is due to end on 31 March 2011. A mid term review was carried out at March 2008.

The agreed purpose of this current PPA is:

By the end of the PPA, to reduce poverty and marginalisation by strengthening civil society, fighting HIV and AIDS, developing a more sustainable environment and advocating for pro-poor policy change

- **Purpose, Objective and Scope**

The PPA funding arrangement with DFID requires that all PPA holders should, in the last year of funding, arrange for an independent external evaluation of the PPA for the period 2008-11. This evaluation will use the most recent version of the Progressio PPA performance framework agreed with DFID.

The purpose of this evaluation is to re-confirm the common ethos and vision in recognised priority areas which exist between Progressio and DFID and which led to the formulation of the current PPA.

The objective of the evaluation is to evaluate how far Progressio has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework. The evaluation will also derive lessons which will enable Progressio to inform its future strategies, programmes, approaches and set-up.

The target audience and main users of the findings of the evaluation will be Progressio and the Civil Society Team at DFID. However, Progressio partners and other stakeholders may also benefit from the findings.

In terms of scope, the evaluation will focus only on the most recent PPA period i.e. 1 April 2008 to present therefore it will cover developments in Progressio's strategies, programming, structure and context over this time frame.

Methodology

Using the most recently agreed version of the Progressio PPA performance framework and the agreed PPA baseline (both attached), the appointed consultant will use the following methodology:

- arrange and chair series of meetings/interviews with Progressio staff, development workers and partners to review and assess the range of initiatives that were selected for support from the PPA and an evaluation of their contribution to the achievement of the agreed outcomes of the PPA
- undertake a review of Progressio monitoring information such as development worker reports, project reports, impact data and project evaluations
- undertake interviews with a range of stakeholders such as Progressio partners, DFID policy teams and country offices, other donors, etc
- review partner feedback collected through Keystone Accountability survey
- review and validate the annual PPA Self-Assessment reports which Progressio has submitted to DFID since 2008

Outputs

The appointed consultant will be expected to produce a report of no more than 20 pages of A4, in Plain English. This report will be written in a format which is easily accessible to all stakeholders.

This report will follow the following format:

1. Summary section (approx 2 pages). This summary will focus on the main findings and will specifically state how far the evaluator considers Progressio has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework.
2. An Introductory section (approx 2 pages) which should include the methodology used in undertaking the evaluation.
3. A section on Results (approx 6 pages) – this section should include (i) results, including impact, of Progressio activities 'on peoples' lives' including any specific impacts on gender relations and social exclusion issues (ii) results, including impact, of Progressio on relevant policy issues (iii) the impact of the PPA on the overall organisational development of Progressio. It should also comment on the overall health of Progressio monitoring and evaluation systems.
4. A section covering Value for Money (approx 3 pages). In this section the evaluator will provide specific evidence to show whether or not Progressio is able to show value for money for DFID's PPA inputs. This should include specific details about
 - how the organisation has improved efficiency over the reporting period, and measures in place to manage fiduciary risk;
 - an assessment of the value for money of Progressio's approach to international development (including use of development workers and advocacy);
 - a discussion of Value for Money of the PPA model to Progressio in terms of enabling innovation, leverage and development of strategic partnerships.
5. A section covering Lesson Learning (approx 3 pages). This section will highlight lessons learned throughout the 3 year PPA period and how/whether these have been taken up across Progressio.

6. A section covering Building Support for Development (approx 2 pages) showing what progress Progressio has made in (i) building public knowledge and awareness of global poverty; (ii) generating public support and momentum for action to reduce global poverty, (iii) stimulating the public and/or organisations to act to reduce global poverty. This relates to Strategic Objective 4 in the performance framework.
7. A section on Issues to be addressed (approx 2 pages). This section will highlight any specific issues which arose during the evaluation which the evaluator feels need to be addressed by Progressio or DFID.

In submitting the final report we would ask that you include annexes which contain:

- a list of people and organisations interviewed
- a list of documentation reviewed
- a timeline of the evaluation process