

INTRODUCTION

Department for International Development

The Department for International Development (DFID) is the UK government department responsible for promoting development and the reduction of poverty. The government first elected in 1997 has increased its commitment to development by strengthening the department and increasing its budget.

The central focus of the Government's policy, set out in the 1997 White Paper on International Development, is a commitment to the internationally agreed target to halve the proportion of people living in extreme poverty by 2015, together with the associated targets including basic health care provision and universal access to primary education by the same date. The second White Paper on International Development, published in December 2000, reaffirmed this commitment, while focusing specifically on how to manage the process of globalisation to benefit poor people.

DFID seeks to work in partnership with governments which are committed to the international targets, and seeks to work with business, civil society and the research community to this end. We also work with multilateral institutions including the World Bank, United Nations agencies and the European Community.

The bulk of our assistance is concentrated on the poorest countries in Asia and sub-Saharan Africa. We are also contributing to poverty elimination and sustainable development in middle-income countries in Latin America, the Caribbean and elsewhere. DFID is also helping the transition countries in central and eastern Europe to try to ensure that the process of change brings benefits to all people and particularly to the poorest.

As well as its headquarters in London and East Kilbride, DFID has offices in many developing countries. In others, DFID works through staff based in British embassies and high commissions

The purpose of this document

DFID agrees Partnership Programme Agreements (PPAs) with UK civil society organisations with which it has significant working relationships and shared objectives. PPAs set out strategic level agreements, which set out the overall framework for DFID's work with the organisation linked to strategic funding. Individual DFID departments and country programmes can negotiate separate arrangements for collaboration, including financial support for specific activities within the overall PPA framework.

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SUMMARY

International Service is a UK based international non-government organisation (NGO) posting skilled and experienced development workers to partner organisations in Brazil, Bolivia, West Bank and Gaza, Mali and Burkina Faso. At any one time International Service has 70 development workers in these countries working to build partners capacity for social justice and the eradication of poverty by strengthening an effective civil society.

International Service, previously known as UNAIS¹ has been funded by the British Government for over 30 years and was one of the founding members of the British Volunteer Programme.

The purpose of this Partnership Programme Agreement is to provide support for International Service for the remaining period of their current strategic plan (2000-2005) and provide a means for International Service and DFID to learn lessons about the value volunteer sending agencies provide to international development.

International Service's strategic plan includes six particular areas where this partnership will provide lessons to DFID and International Service (IS):

- Involvement by International Service in UK umbrella groups and other areas of civil society in the UK such as trade unions and educational establishments.

- International Service's strategies to learn lessons from its work, including measuring impact, enabling an understanding of volunteer sending contribution to poverty eradication.
- The value International Service grassroots experience brings to DFID programmes in Brazil, Bolivia and West Bank and Gaza and the extent of country strategy synergy between agencies.
- The contribution International Service work makes to DFID's Human Rights strategy.
- The extent to which International Service partners are enabled to influence policy change at a national level.
- Strategies to link development workers with local civil society groups from their own country to increase understanding and a greater global awareness in the fight to eliminate world poverty.

PPAs are intended to stimulate more effective collaboration, whilst recognising the independence of each partner to pursue their own policies and priorities and to concentrate on their core competencies. The PPA between International Service and DFID aims to provide a framework for the open sharing of views and for constructive dialogue on major development issues.

¹United Nations Association International Service

1. OVERVIEW OF INTERNATIONAL SERVICE

1.1 International Service (IS) is a UK based international Non Governmental Organisation (NGO) working in partnership with local organisations in West Africa, South America and the Middle East. Through the posting of skilled and experienced development workers, its mission is to build sustainable capacities amongst poor communities. In realising this mission International Service's approach to development is capacity building for social justice and the eradication of poverty, through an effective civil society.

1.2 Established in 1953 by a group of United Nations Association members in response to floods in Holland, International Service² has evolved over the years into an NGO with a distinct geographical focus. International Service maintains a constitutional link with UNA UK but no longer comes under its umbrella. International Service is now governed by a Board of Trustees which reflects three specific groups, development specialists, returned development workers and civil society representatives.

1.3 With field offices in Brazil, Bolivia, West Bank and Gaza, Mali and Burkina Faso and around 70 development workers at any one time, International Service responds to specific requests for technical support from a variety of local organisations. International Service aims to balance developing long-term partnerships with Civil Society Organisations in the South against cultivating the work of newer and more fragile local organisations.

1.4 International Service development workers have a wide range of skills but there is a significant focus on primary health care, environmental protection, human empowerment, institutional development and income generation (particularly for women). A cross-cutting focus on disability rights has also been emerging in the last few years.

1.5 In 2000, International Service has started to work to a new five-year Strategic Plan which has as its driving force the need to work in partnership globally to create a more equitable world free from poverty.

Box 1: Example

- As some NGOs are very small, IS has encouraged the development of consortia. In Mali a development worker was attached to three organisations with sound developmental objectives but insufficient capacity to deliver them. One of the organisations is now completing a successful NLCB funded project and another has attracted funding from Comic Relief to extend its work.
- Also in Mali, a development worker assisted GRAD (Groupe de Recherche Actions pour le Développement) to undertake a review of its internal procedures and management. This gave the organisation the capacity to undertake other work and they are now the foremost providers of PRA training in Mali. Now another IS development worker is helping them to introduce mediation and conflict resolution training in the North of the country, an area badly affected by war in the early 90s.

²International Service was previously known as UNAIS – United Nations Association International Service

2. INTERNATIONAL SERVICE/DFID RELATIONSHIP

2.1 International Service and its predecessor UNAIS have been working with the British Government for over 30 years as one of the earliest volunteer-sending agencies. UNAIS was a founding member of the British Volunteer Programme. Over this period IS has sent almost 2,000 volunteers to over 20 different countries.

2.2 International Service's main point of contact has always been with DFID's Civil Society Department (CSD) and its predecessor the NGO Unit from which it received an annual block grant. This has been monitored through regular meetings between IS and CSD.

2.3 In addition to CSD, International Service has made links with DFID and Foreign & Commonwealth Office (FCO) representatives in the countries where they are present as well as with relevant country programme staff based in the UK. Recently the exchange of information has increased between DFID and International Service, particularly in countries where DFID has representatives e.g. Bolivia, Brazil and West Bank and Gaza. In a number of countries IS development workers regularly obtain funding for their partners through the Small Grants Scheme.

3. INSTITUTIONAL APPRAISAL

a. Policy significance

Volunteering

3.1 As a long-term recipient of a DFID block grant International Service is significantly linked into major UK NGO networks and umbrella groups and provides a useful point of contact with UK civil society. International Service currently hosts the Secretariat of the British Volunteer Agencies Liaison Group (BVALG) in addition to being active in British Overseas NGOs in Development (BOND) and the European Union NGO network. As part of these networks and separately, International Service has been important to DFID in providing input in consultations such as the recent civil society consultation exercise. International Service increasingly see the importance of civil society in the UK and developing countries working more effectively together.

3.2 International Service is aware that the role of volunteers or development workers has changed from being straightforward technical assistance to fulfilling a more complex capacity building and facilitation role. Through the development of International Service's monitoring and learning systems over the course of the PPA, International Service will monitor and provide learning to DFID on the role International Service development workers contribute to international development and ultimately eradicating poverty. A particular approach to volunteering, where useful lessons can be learnt and where International Services have gone further than other agencies is through recruiting internationally, as such 60% of International Service development workers are currently from countries other than the UK and this trend continues upwards.

3.3 International Service works in three countries which are significant to DFID, Brazil, Bolivia and Palestine. International Service is increasingly developing its own country strategies to be consistent or complementary to DFID country strategies. In these countries International Service

adds value to DFID's work, which is mostly at a macro level, by providing feedback and information from the micro or grassroots level where International Service works. The links in-country between DFID representatives and International Service could be strengthened however through more regular contact. This would also ensure that, where appropriate, the International Service country strategy was in keeping with DFID objectives, for example in Latin America, pro-poor growth, social inclusion and making governments work for the poor.

3.4 International Service works to strengthen the institutions of civil society at local level through their project partners. This is of particular relevance to DFID's understanding of the potential of civil society where this enables International Service project partners to take part in regional NGO/Governmental policy making forums, which in turn feed into the national political decision making structure.

Box 2: Example

Mali's government decentralisation programme offers a window for increased opportunity for community participation within decision-making processes and development activities. Its relative political stability and openness allows for broad, open participation in civil society organisations. However, this same transition to decentralisation also redraws the map on government accountability and performance as new, local centres of responsibility take shape. These new structures need much support – including literacy and basic training in their new responsibilities, but they must also be held to account by the communities they represent.

This offers Civil Society Organisations and funders the potential for greater impact with local Malian government. The proximity and skills the local organisations like our partners possess offers a real opportunity for impacting these processes. IS capacity building workers are collaborating with them in order to maximise their potential to deliver this.

3.5 International Service has had a long involvement in human rights which is consistent with DFID's strategy for achieving the International Development Target "Realising Human Rights for Poor People". International Service enables the participation of people to claim their rights, works

with partners to influence national and local authorities to take their obligations to human rights seriously and focuses on excluded and marginalised groups in the countries where they work.

b. Organisational assessment

3.6 International Service is currently expanding its Board of Trustees to include sections of civil society, academia and returned development workers, thereby increasing accountability standards. This broadening is also intended to enhance International Service's outreach work and improve potential for collaborating in development awareness and advocacy initiatives.

3.7 As one of the UK volunteer sending agencies supported by DFID, International Service is striving to obtain a higher percentage of their funding from non-DFID sources. In 1999, 68% of funding came from DFID with an anticipated drop in 2000 to 65%. This is a small but positive step towards a target of 60% funding by DFID.

3.8 International Service has well-developed procedures for assessing development worker placements, recruiting and training development workers and providing adequate in-country support. An average early return rate of 15% is regarded as low, more than half of all development workers extend for a third year and at least one third continue a career in development following their placement.

3.9 As with other former block grant recipients the level of contact between DFID, particularly CSD, and International Service has been regular though unfocussed. This agreement will enable DFID and International Service to have a more systematic relationship which can focus on developmental outcomes and lesson learning.

3.10 As part of International Service's planning for their new strategy they recognised one of their weaknesses was maintaining an adequate institutional memory and gaining an understanding of development worker impact. In response, a key area in which International Service is now developing, is its understanding of participatory monitoring and evaluation and how to apply this consistently across its work. International Service aims to be a "Learning NGO" and is looking at ways of measuring impact and success through a variety of methods. Progress against this aspect of International Service's work and the extent that this influences the plans and strategies of International Service will be one of the milestones of this PPA agreement. This area will be monitored as part of the first annual review.

3.11 In the past International Service has not made the best use of returning development workers in development awareness activities in comparison with the potential such committed individuals hold. There is a great potential for International Service to contribute to developing awareness of civil society globally, particularly in light of the wide international recruitment International Service enjoys, and the engagement of such committed individuals.

4. PPA OBJECTIVES

a. Purpose and Objectives

4.1 International Service's Mission and values are consistent with DFID's stated aim of eliminating poverty in poorer countries. Through working in partnership with organisations who work with the poor and marginalised, International Service contribute to the strengthening of civil society, promotion of human rights and community empowerment.

4.2 International Service's five-year strategic plan consists of four main objectives for the organisation; facilitating sustainable development, realising a capacity building approach, promoting 'global citizenship' and maintaining its position as a leading NGO through organisational strengthening. Annex 1 outlines the strategies and draft indicators IS will use to realise these objectives.

4.3 The purpose of this PPA is to provide support to International Service for the remaining period of their strategic plan and provide a means for International Service and DFID to learn lessons about the value volunteer sending agencies provide to International Development.

4.4 The following areas of International Service's work are those which DFID will be particularly keen to learn lessons from and monitor over the period of this Partnership Programme Agreement.

- Involvement by IS in UK umbrella groups and other areas of civil society in the UK such as trade unions and educational establishments.
- International Service's strategies to learn lessons from its work, including measuring impact. From this a greater understanding of different aspects of volunteer sending agencies will be understood for example contribution to poverty eradication and International Service's international recruitment of development workers.
- The value International Services's grassroots experience brings to DFID programmes in Brazil,

Bolivia and West Bank and Gaza and the extent of country strategy synergy.

- The contribution International Service's work makes to DFID's Human Rights strategy.
- The extent that International Service partners are enabled to influence policy change.
- The "Making Connections" scheme which will link development workers with civil society groups from their own country to bring home the need for greater global awareness in the fight to eliminate world poverty.

b. Specific Actions

4.5 To enable DFID and International Service to realise the above purpose there are a number of specific actions required by DFID and International Service.

- In Bolivia, Brazil and West Bank and Gaza, International Service and DFID will meet at least annually to ensure each organisations' country strategies are consistent, where practicable, and relevant information and lessons can be shared.
- To enable a more focused relationship between CSD and International Service, at least annually CSD will attend International Service Board meetings and the Company AGM to share information and discuss common priorities and strategic direction.
- CSD will monitor International Service's progress on developing effective methods of monitoring and evaluating the impact of its work and the impact of this in their plans and strategies. In particular, attention will be paid to developing suitable indicators to measure the different areas of International Service's work.

5. MANAGEMENT AND MONITORING ARRANGEMENTS

Management arrangements

5.1 A Memorandum of Understanding between DFID and International Service will set out details of the financial and other administrative arrangements for this Agreement.

5.2 The PPA will last for a period of four years to coincide with the strategic plan for International Service.

Funding the Partnership

5.3 Subject to progress with implementing the PPA, DFID will provide strategic funding to support this Agreement with International Service. The total amount payable for the four financial years will be £4.580million. The contribution will be allocated within DFID's financial years as follows:

YEAR	TOTAL
2001/02	£1.1m
2002/03	£1.13m
2003/04	£1.16m
2004/05	£1.19m

Payment and Accounting

5.4 The DFID contribution will be paid quarterly on receipt of a formal request from International Service estimating overall expenditure for the quarter to come. International Service will submit quarterly financial reports, showing overall organisational expenditure and giving PPA funding as a percentage figure of the total.

Other DFID funding

5.5 Funding of International Service through DFID overseas offices and other departments will be determined by the relevant DFID department and will be in addition to the strategic grant in paragraph 5.3 above.

Communication and co-ordination

5.6 DFID will work with International Service primarily through its normal management structure.

The Chief Executive of International Service will be a co-ordination/focal point for the partnership.

5.7 Within DFID, the Civil Society Department will be the co-ordinating focus for the partnership, with the designated Deputy Programme Manager the first point of contact. International Service will also maintain contacts with other DFID departments and overseas offices.

Monitoring

5.8 Overall progress of the Partnership Agreement will be monitored in the UK through regular contact between DFID and International Service representatives. DFID will contribute to International Service's annual review of their Strategic Plan and where feasible DFID country representatives will contribute to this review at a country level. An annual end of year report from International Service, following the annual review, will detail progress against the outcomes, strategies and success criteria outlined in section 4. Where appropriate reports will indicate actions to be taken by either International Service or DFID.

Evaluation

5.9 An independent external evaluation will be conducted twelve months before the end of the period covered by this Agreement, - or at other times if requested by either partner and agreed by both. The evaluation will:

- examine and determine the impact and value of the Partnership;
- review its operation;
- evaluate the monitoring systems;
- consider the nature of any future agreements between DFID and International Service;
- make specific recommendations on the level of DFID funding available for any future agreement.

ANNEX 1. INTERNATIONAL SERVICE'S STRATEGIES

OBJECTIVE	STRATEGIES	INDICATORS
<ul style="list-style-type: none"> To delivery a high quality programme to facilitate sustainable development according to local needs and priorities in all International Service programmes. 	<ul style="list-style-type: none"> Involve partner organisations in the development of country strategy papers Consolidate and expand programmes in response to partner demands. Identify skills gaps and provide suitably skilled development workers Hold regular consultations with partners to strengthen partnership and shared learning. Improve impact assessment techniques on the part of both International Service and project partners Country Strategies reflect views of partners 	<ul style="list-style-type: none"> Country Strategies reflect views of partners Programme size of 100 by 2005. Delays between identification of post and placement are kept to a minimum Resource capacity of partner organisations improved 1 joint partner consultation held per programme annually. Individual partners consulted twice a year At least five placements/projects impact evaluated through participatory methods annually.
<ul style="list-style-type: none"> To develop a "Capacity Building Approach" to the eradication of poverty applying this principle within International Service as well as in our work overseas 	<ul style="list-style-type: none"> Establish meaningful Partnerships based on mutual accountability and inter-dependence All staff are encouraged to improve their skills and knowledge and value learning Improve reporting formats to demonstrate sustainable impact Widen the base of Company membership to improve accountability of the Board Improve training and orientation of development workers in capacity building and skills exchange 	<ul style="list-style-type: none"> Partners sign partnership agreements Partners take part in annual workshops and consultations Mutual lesson learning takes place Full staff appraisals conducted annually Training days organised regularly at HQ Field staff have access to relevant and up-to-date materials liP accreditation awarded Low staff turn-over Annual Country reports, development workers reports and debriefing reports include section on sustainable impact New company members come from different sectors of civil society Wider range of expertise on the Board All development workers undergo a training day prior to departure Annual workshops take place in the field Partners express satisfaction at contribution of development workers

OBJECTIVE	STRATEGIES	INDICATORS
<ul style="list-style-type: none"> To promote the concept of Global Citizenship and improve organisational capacity to represent the concerns of our partners in Northern policy forums 	<ul style="list-style-type: none"> Develop new partnerships/Alliances with sectors of UK civil society Initiate relevant campaigns on development issues in coordination with our overseas partners Launch "Making Connections" designed to link professional groups, academics and other civil society organisations in the UK and beyond, to our work in the field Enhance the scope of our website to publicise campaigns, publish research and create links to other NGOs 	<ul style="list-style-type: none"> Links established with three new UK civil society groups each year through advocacy, selection/recruitment or Company membership expansion Clear objectives set out and evaluated Increased awareness of the issue demonstrated amongst policy-makers New areas of civil society become involved in the issue Feedback to overseas partners is adequate 50% of all new development workers take up the initiative International Service able to make contact with new groups on a worldwide basis Networking between International Service and NGOs in the South increases Number of website hits increases and appropriate action ensues Inter-agency and intra-agency learning enhanced
<ul style="list-style-type: none"> International Service will seek to enhance its position as one of the leading British NGOs sending development workers through increased fund-raising and profile raising 	<ul style="list-style-type: none"> Play active role within BOND, BVALG and other relevant national/international NGO networks Implement Fund-Raising strategy and diversify sources of funding Through increased campaigning and activities, enhance the profile of International Service Produce media strategy aiming to get news about our work to a wider audience 	<ul style="list-style-type: none"> International Service's voice heard at relevant meetings Collaboration on issues of common concern is effective International Service reps hold positions within networks International Service accepted as member of UN's ECOSOC consultative status category II Percentage of non-DFID funding increases to 40% Two new significant funders obtained each year Fund-raising targets reached Supporter's base increases by 10% per annum Requests for information increase Suitable publications produced Number of articles about International Service in relevant journals increases Staff and representatives take part in radio and other media interviews

ANNEX 2. KEY INFORMATION ON INTERNATIONAL SERVICE

Contact Details

International Service
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 Telephone: 0044 1904 647799
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Worldwide Presence

International Service currently works in five countries covering three regions, with a field office in each country.

Region	Country Offices
West Africa	Mali, Burkina Faso
South America	Brazil, Bolivia
Middle East	Palestine

Country	Male	Female	Total
Mali			
Field Office	3	0	3
Development Workers	5	7	12
Burkina Faso			
Field Office	1	1	2
Development Workers	4	7	11
Palestine			
Field Office	2	0	2
Development Workers	6	10	16
Brazil			
Field Office	0	3	3
Development Workers	5	16	21
Bolivia			
Field Office	0	3	3
Development Workers	5	10	15

Incoming for four years until 31st March 2000	DFID Block Grant	Donations and Non-government grants	Interest received	Total
1996/97	1,050,543	376,715	9,281	1,436,539
1997/98	1,010,563	565,550	9,917	1,585,030
1998/99	1,064,000	428,746	4,715	1,580,225
1999/00	1,139,300	1,882,521	6,053	1,574,099

Expenditure for the year to 31st March 2000	£
Direct charitable expenditure	1,235,312
Fundraising and Publicity	68,060
Management and Administration	196,385
TOTAL	1,499,757

ANNEX 3. CONSULTATION PROCESS

- 1.** The Partnership Programme Agreement has been developed over a number of months through regular meetings and dialogue between International Service and DFID with Civil Society Department facilitating this process.
- 2.** The first step involved a mapping exercise within each organisation on the nature of current relations between DFID and International Service.
- 3.** Two bi-lateral meetings were held between CSD and International Service.
- 4.** The draft PPA document was circulated to selected departments in DFID for comment.
- 5.** Approval for the PPA was agreed on 16 April 2001.