

## DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

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

The policy of the government was set out in the first White Paper on International Development, published in November 1997. The central focus of the policy 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 government's 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 encourage progress which will help reduce poverty. We also work with multilateral institutions including the World Bank, United Nations agencies and the European Commission.

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, and helping the transition countries in Central and Eastern Europe to try to ensure that the widest number of people benefit from the process of change.

As well as its headquarters in London and East Kilbride, DFID has offices in New Delhi, Bangkok, Dhaka, Kathmandu, Nairobi, Dar-es-Salaam, Kampala, Harare, Abuja, Pretoria, Maputo, Lilongwe, Lusaka, Beijing, Suva, Bridgetown and Montserrat. In other parts of the world, DFID works through staff based in British embassies and high commissions.

### **PARTNERSHIP PROGRAMME AGREEMENTS**

DFID agrees Partnership Programme Agreements (PPAs) with UK civil society organisations in the UK with which it has significant working relationships and shared objectives. PPAs are 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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## 1. SUMMARY

**1.1** This Partnership Programme Agreement between the Department for International Development (DFID) and Voluntary Service Overseas (VSO) sets out how the two organisations intend to work together to help achieve DFID's strategic aims. It outlines the work of the two organisations and describes the extent of their present relationship, which goes back many years. The Agreement identifies which of VSO's many activities can be developed so as to provide better support of DFID's aims.

**1.2** The Agreement, which is intended to be the first stage of what both parties see as a continuing long term relationship, sets out the strategic objectives of the partnership and some actions that both organisations wish to take in mutual support of

those objectives. The outcomes of the Agreement are expected to be:

- An improved ability to build the capabilities of poor people directly;
- An improved ability to strengthen the capacity of organisations to meet the needs of poor people;
- An improved capacity to influence policies and practices that affect poor people;
- An improved capacity to learn and disseminate lessons arising from VSO work;
- An improved capacity to increase public awareness of global issues in the UK.

## 2. OVERVIEW OF THE WORK OF VSO

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**2.1** VSO is an international development charity that tackles poverty by sending volunteers to share their skills with disadvantaged people overseas. VSO volunteers are skilled in their professions.

**2.2** VSO works in 55 countries in Africa, Asia, the Caribbean and the Pacific Islands. It also has a small programme in Eastern Europe. There are some 2,000 VSO volunteers overseas at any one time. The majority of volunteers are working to improve access, quality and equity in education and health. Others work to strengthen local organisations and support social development and sustainable livelihoods.

**2.3** Volunteers are employed by a partner organisation overseas and work on local terms and conditions roughly equivalent to their local colleagues. The particular objectives of each placement vary widely but there is a common theme of sharing skills and of building local capacity in ways that will remain after the volunteer has left. Most volunteer placements are for two years although it is sometimes appropriate to have successive related placements with the same employer.

**2.4** VSO strongly believes in the volunteering ethic in which people work directly alongside their colleagues in developing countries and share not only their skills and experience but also as far as possible their life-style, hopes and aspirations. In this way VSO believes the skill sharing is not only more effective, long-lasting and widespread – extending out into the wider local community – but the learning experience on both sides is much richer.

**2.5** The latter effect is felt to be particularly important because the value of the VSO volunteers is not only their direct impact while overseas but also the knowledge of the realities of life at the grassroots level in developing countries that they bring back with them. There are now some 29,000 returned volunteers in the UK and their combined experience of the developing world is becoming an important resource for raising development awareness in the UK. VSO is seeking to harness this resource to maximise its effect.

### 3. VSO'S GOALS, STRATEGIES AND POLICIES

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**3.1** VSO's strategic plan, *Increasing the Impact*, guides its work until 2003. The plan commits VSO to continuing to work through volunteers. It also supports the development of more flexible approaches with different types of volunteering that better meet more partners' needs. The plan gives a prominent place to the task of increasing public awareness of development issues through the use of the resource represented by VSO's returned volunteers.

**3.2** Through *Increasing the Impact*, VSO is committed to six key directions during the period of the plan:

#### **Prioritising the needs of more disadvantaged people**

**3.3** Because VSO is concerned with reducing global inequality and individual disadvantage it is placing more emphasis on work that benefits those whose needs are greatest. VSO is therefore pro-active in identifying and responding to demand in those areas where it can work effectively and which most benefit the disadvantaged.

**3.4** There is no intention to limit involvement to the provision of basic services, but efforts to increase work that benefits the more disadvantaged are leading, for example, to a greater involvement in girls' education, preventative health care, disability programmes, sustainable agriculture, capacity building in local organisations and income-generating opportunities. VSO wishes to work for, and not only directly with, more disadvantaged people. It is therefore increasing its support of policy formation, capacity building and training to promote initiatives that benefit them.

#### **Facilitating more effective sharing of skills and capacity building**

**3.5** VSO is introducing a number of measures that strengthen the three-way partnership between

the overseas employer, the volunteer and VSO. These mean investing in improved methods of organisational assessment, entering longer term relationships with some overseas employers and responding in different ways to help meet their human resources needs. VSO is also providing more resources, where they are needed, to increase the effectiveness of the volunteer. This support assists with more extensive training of local colleagues, additional equipment, materials, specialist advice or transport.

#### **Promoting new forms of partnership**

**3.6** VSO strongly believes in the value of partnerships between the voluntary, state and private sectors in combating world poverty and is increasing its participation in such partnerships. It is realising the potential for collaboration with the private, public and voluntary sectors where significant benefits can be gained by overseas partners through the sharing of expertise, skills and resources.

**3.7** VSO is seeking varied forms of collaboration including secondments, leave of absence and exchanges between organisations.

**3.8** There are increasingly high levels of skill available within some partner countries overseas and there is a growing interest from people in those countries in becoming volunteers themselves. VSO is piloting schemes for South-South volunteering.

#### **Harnessing the interest of younger people**

**3.9** There is a marked interest in volunteering from people aged 25 or less who are unlikely to have developed fully skills in their chosen profession. VSO is keen to capture the interest of those who cannot yet be volunteers in its standard programme whilst responding appropriately to the various demands from our overseas partners. Such schemes place a greater emphasis on development education and the

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personal development of the volunteer alongside their practical work. The main value for VSO's overseas partners will accrue in the longer term from the impact of these types of programmes on the subsequent attitudes and professional contributions of these volunteers in later life.

**3.10** VSO is exploring new models of volunteering and exchange programmes for younger people as well as seeking to extend the existing Overseas Training Programme. Care is being taken neither to replicate opportunities provided by others nor focus on the more advantaged in our own society.

### **Increasing programme size**

**3.11** The human needs that VSO's work addresses are massive. The scale of its response can only ever be modest but VSO's values and sense of purpose demand that it also does as much as possible. Whilst continuing to enhance the quality of what it does, VSO is running a programme which continues to grow in size and scope. This growth is coming from:

- Expanding programmes in the poorest countries, such as those in Rwanda, Ethiopia and Mozambique;
- Pursuing initiatives which offer more flexible services to overseas partners;
- Youth programmes (1).

### **Learning from experience and evaluation**

**3.12** VSO is increasing the quality and impact of both its new and established programmes by adapting and improving its work in response to current needs

and changing conditions. It is continuing to develop effective monitoring and evaluation tools, and is applying them to its procedures and programmes both at home and overseas. Sectoral, thematic and programme level research, analysis and evaluation are providing more detailed information relating to needs and implementation and allows VSO to demonstrate the impact of its work at both an individual and a broader level.

**3.13** VSO is improving the way it disseminates and communicates the lessons learned from its experience to all parts of its organisation. This is being reinforced with appropriate training, improved processes for planning and decision-making and the refinement of qualitative and quantitative indicators.

**3.14** VSO is engaging more fully in international development debate and sharing its experiences more widely through, for example, its publishing enterprise VSO Books and the well-established VSO website.

### **The international nature of VSO**

**3.15** In order to meet more of the demand for VSO's services, VSO has set up partner agencies in the Netherlands and in Canada to recruit volunteers for its overseas programme. The agencies are legally separate organisations that generate their own funds locally as well as receiving a grant from VSO. Each agency appoints a trustee to VSO's Board and VSO in turn appoints one member to their equivalent body. As South-South volunteering develops it is hoped that other VSO partner agencies will be created to join the growing VSO family. VSO sees great strength in the diversity this brings.

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1. No DFID money will be spent on VSO youth programmes.

## 4. CURRENT VSO/DFID RELATIONSHIPS

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**4.1** The long-standing relationship between VSO and DFID has produced a programme of work that contributes to the elimination of poverty through empowering the poor, building the capacity of organisations in developing countries, influencing policy and raising awareness of global issues.

**4.2** DFID is represented on the VSO Board of Trustees and there is regular contact between the staff of the two organisations. VSO staff based in the UK are in regular contact with DFID specialist departments as well as Civil Society Department. VSO contributes to DFID working and consultation groups on an *ad hoc* basis. These have included, for example, the Development Awareness Working Group, regional groups and groups looking at EU funding. VSO is also very active in BOND (British Overseas NGOs for Development) and BVALG (British Volunteer Agencies Liaison Group) consultations with DFID. VSO staff based overseas are in contact with DFID country offices and in some countries have close, collaborative, practical relationships.

### **Building the capability of the poor and the capacity of organisations working with the poor**

**4.3** With an annual DFID grant, VSO has sought to deliver a volunteer sending programme that empowers the poor. The strength of the volunteering approach is the ability to place in an overseas community trained and experienced people who are committed to sharing their skills on an equal basis. Volunteers are often able to work with individuals, communities and organisations closer to poor people than larger agencies using salaried staff.

**4.4** This can be a particularly effective means of delivering assistance at a local level. Volunteer placements can, for example, increase poor communities' awareness of their own individual rights, build confidence and increase life expectations. Volunteers working with their colleagues can act as catalysts for change or as role models to challenge, for example, stereotypes of the role of women. Although the impact of any individual volunteer can be limited, the aggregate effect of a well co-ordinated programme on a region or a specific technical need can be significant. One such co-ordinated programme has been developed in The Gambia.

VSO teachers and their Gambian teacher colleagues from rural locations throughout the country, identified many common needs and issues such as gender inequality, lack of management planning and organisation.

Workshops addressing all these issues were organised with Directors of Education. These open forums led to more enlightened decision-making at national level and requests for volunteers to work assisting with policy, planning, girls' education, curriculum development and special needs.

At teacher and school level, skill-sharing continued with teaching methodology, practice and, especially, remedial teaching skills to address the very poor standard of basic literacy. This has expanded to include Primary feeder schools and the recruitment of a Remedial English Teacher in a rural junior secondary school.

All these volunteers have done more than just teach in schools. In 16 months their influence has affected education at all levels. The work continues and is now linking with Careers Guidance and Technical and Vocational training.

**4.5** Collaboration and contact between DFID and VSO are strong in certain countries such as Bangladesh, China, South Africa and Nepal. This can involve VSO providing volunteers to work on DFID programmes or DFID providing assistance towards the local costs of VSO activities which promote DFID's objectives. In South Africa, for example, VSO has close contact with DFID and the interaction between DFID and VSO on a major new regional programme on HIV/AIDS has been very productive and of mutual benefit, enabling both organisations to improve their capacity to empower the poor.

The VSO/DFID Southern Africa HIV/AIDS project will meet the needs of HIV/AIDS partners by building their organisational and technical capacity through a regional, cross-sectoral programme. VSO will integrate an HIV/AIDS perspective into its entire Southern Africa programme with over 500 Governmental and NGO partners. In addition, 40 partners will be directly supported by a volunteer with HIV/AIDS expertise; they will be working in three areas:

- Prevention: public education, information and access to services, targeting those most at risk and challenging misconceptions;
- Moderating the economic and social impact of HIV/AIDS through advocacy work;
- Treatment and care for those affected by HIV/AIDS.

In Cambodia VSO is working with DFID to support the Education Quality Improvement Project (EQIP). EQIP's objective is to develop a demonstration model, shown to be effective for extension to other provinces, of a participatory approach to school quality improvement through performance based resource management.

Twelve VSO volunteers will strengthen the capacity of Provincial and District Offices of Education to contribute towards the achievement of the project outputs and purpose. VSO is represented on the project management team and brings to the project experience of working in education at the district level in Cambodia.

**4.6** However, there is a need to further strengthen this relationship. Recent evidence shows that the contact between VSO and DFID has not been consistently strong. There is scope for improvement in communication about programmes and priorities. Without such sharing of priorities there can be no exploration of shared objectives, shared learning, complementary programmes and co-operation. Through the PPA discussions, for example, VSO's holistic approach to education (targeting both secondary and primary education) was felt to be appropriate, but it was agreed that VSO needed to adopt a more strategic approach, and to maximise opportunities for education volunteers to increase their impact. In health, VSO was felt to have a particular advantage in supporting the Health and Population Department's strategy to improve the

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social environment that affects people's health so directly.

**4.7** As the overall level of skills required by its partners increases, VSO's approach will benefit from development of capacity in the areas of country planning, placement assessment and placement resourcing. VSO needs to develop a more in-depth organisational assessment of potential partner organisations. Various participative approaches to improve organisational assessment are currently being trialled.

### **Influencing policies**

**4.8** Through some of its volunteer placements, VSO has influenced policy at local, regional and national levels. Two examples are highlighted below. This is a potential strength of VSO's style of operation and the organisation should seek more opportunities to work in this way, including influencing policies beyond its direct field of operations.

In the Pacific islands, VSO lawyers have contributed to the development of the laws particularly affecting disadvantaged groups.

For example, a VSO legal rights trainer worked for 2 years with a Solomon Islands NGO focusing on issues of domestic violence, sexual offences, child abuse and women's legal rights. This work has contributed to the Government drafting legislation for the first time to try to combat child abuse in the country.

VSO lawyers have also been involved in developing national legislation governing activities such as mining and forestry in order to protect the resources of rural people.

In Russia, VSO social workers supported the development of the Ozon Child Protection Centre in Moscow and have contributed to the development of national legislation as well as new services in child protection.

**4.9** There has been some interaction between DFID and VSO on the development of strategy papers. Such learning would also be enhanced if VSO were helped to obtain a stronger awareness of DFID's policy agenda.

### **Learning and disseminating lessons learned**

**4.10** Although the last review of VSO by DFID found that the majority of VSO's work is successful, it was felt that there is still a need to collect more detailed and independent evidence of the difference that this work makes on the lives of poor people. VSO's approach to impact evaluation is still in its early days of development, but a new monitoring system for accountability purposes is now being developed using a 'nested' method of aggregating both qualitative and quantitative data including the most significant changes at a sector and country level. At a placement level the partner, volunteer and member of VSO programme staff will agree the most significant change that has been effected over the period of the placement. Programme staff for each country programme will then choose which key significant changes to pass up to the regional level from all the placements in each sector. In this way, VSO will be able to select centrally the significant changes that have had an impact in each sector on a global scale. DFID is actively supporting the implementation of this proposed system.

**4.11** Whilst learning has always been encouraged by VSO, the investment in learning throughout the organisation in 1997 was felt to be insufficient. Since then VSO has developed as a learning organisation using innovative ideas for sharing good practice such as learning workshops like the one described below.

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Programme staff from different VSO regions met in Dhaka, to share experience of organisational assessment and to learn more about a participatory approach developed by the Bangladesh team.

The workshop offered the usual opportunities to discuss different approaches, but broke new ground by allowing participants to observe the Bangladesh process 'live' at one of three NGO assessment days, and to question the staff and volunteers involved in developing the initiative.

This exposure to the Bangladesh process prompted lively debate, with teams facing similar issues then working together to draw on the full range of experience and devise tools to suit their own programmes, which often operate in very different circumstances from those witnessed in Bangladesh. The workshop tested the premise that 'good' practice is best transferred through first hand experience, rather than secondary reporting.

Outputs include: regional 'live learning networks' to transfer experience, an e-mail group to support the development of new initiatives, and piloting of organisational assessment initiatives in seven other programmes.

A VSO campaign made significant contributions to raising awareness of tourism as a development issue, reaching an audience of over 1 million people in the UK. The tourism industry responded positively to the campaign's messages with several tour operators coming together to develop ethical standards and practice.

VSO has produced in-flight videos to sensitise out-bound tourists before they reach their holiday destinations. The Government of Gambia banned 'all-inclusive' package tours after lobbying by Gambia Tourism Concern, one of our partners in the campaign. VSO has worked closely with DFID to inform the agenda-setting *Changing the Nature of Tourism* document which guides Departmental strategy in this area.

**4.13** VSO has a close relationship with DFID on development awareness. This has included advice and involvement in DFID's Development Awareness Working Group. VSO has much to contribute through its global education and advocacy campaigns to the raising of development awareness in the UK.

## Raising awareness of global issues

**4.12** VSO has a long history of involvement in development awareness. VSO's 29,000 volunteers return to the UK and challenge stereotypes, perceptions and attitudes towards developing countries with personal stories of friends and colleagues they have lived and worked alongside. VSO used this strength in UK professional sectors such as science teaching and in its advocacy initiatives such as the recent campaign on fairer tourism.

## 5. PARTNERSHIP STRATEGIC OBJECTIVES

**5.1** VSO's mandate and mission, expressed in VSO's Strategic Plan for 1998-2003 *Increasing the Impact* contributes directly to DFID's aim to eliminate poverty through creating sustainable livelihoods for poor people, promoting human development and conserving the environment. DFID's targets in the Public Service Agreement and Target Strategy Papers (health and education) were used to develop the shared objectives of this Agreement. The partnership will learn from the development of the Target Strategy Papers and apply this learning to the programmes.

**5.2** DFID's policy places a strong emphasis on building partnerships and encouraging the contribution of civil society. The VSO/DFID partnership will contribute to the delivery of the International Development Targets. Both parties therefore expect this Agreement to reflect only the

first stage of what they see as a continuing long term relationship. The objectives below are not solely the objectives of VSO but of the partnership between VSO and DFID.

**5.3** The goal of the partnership is to eliminate poverty.

**5.4** The purpose of the partnership is to use the distinctive and complementary strengths of VSO and DFID to strengthen the ability of poor people and the organisations that work with the poor to address the causes of poverty.

**5.5** This will be achieved by building the capacity of civil society and governments in developing countries; building the capability of poor people themselves; increasing public awareness in the UK and sharing efforts to influence policies that affect the poor.

STRATEGIC PARTNERSHIP FRAMEWORK		
Outcomes	Activities	Success criteria (by 2003)
<p>Poor people's capabilities to manage their future is enhanced.</p> <p>The capacity of organisations to meet the needs of poor people is enhanced.</p>	<p>Prioritise and focus activities on disadvantaged people in the least developed countries.</p> <p>Address the needs of identified disadvantaged groups through an annual programme involving around 2,000 volunteers with appropriate skills.</p> <p>Further develop methods of assessing placements for volunteers particularly for volunteers working on organisational strengthening.</p> <p>Develop more effective relationships with partners.</p> <p>Respond flexibly to identified needs.</p> <p>Improve support to volunteers particularly volunteers working on organisational strengthening.</p> <p>Refinement of qualitative and quantitative indicators to measure the impact on poverty.</p> <p>Implement monitoring procedures.</p>	<p>'Significant changes' that indicate increased school enrolment, increased gender equality in education, increased access to reproductive health care and a decrease in maternal and child mortality.</p> <p>Improved participative tools for organisational assessment will be in use.</p> <p>'Significant change' examples of organisational strengthening and impact on poverty.</p>

## STRATEGIC PARTNERSHIP FRAMEWORK

Outcomes	Activities	Success criteria (by 2003)
Capacity to influence policies and practices that affect poor people is enhanced.	<p>Seek out opportunities to influence policies and practices.</p> <p>Contribute to campaigns and advocacy work with other organisations including DFID.</p>	Examples of VSO having influenced policy and practice at a regional, national and international level.
Capacity to learn and disseminate lessons arising from VSO work is enhanced.	<p>Seek out opportunities for innovative new approaches to eliminate poverty.</p> <p>Improve and disseminate understanding of effective capacity-building and skill-sharing.</p> <p>Develop evaluation tools.</p> <p>Increase analysis of experience through thematic and programme research.</p> <p>Improve dissemination of learning between VSO and DFID as well as externally through VSO's website and other media.</p>	<p>Examples of identifiable lessons learned put into practice by other organisations.</p> <p>Verifiable evidence and examples of identifiable lessons learned put into practice by VSO.</p> <p>Evidence of a consistent professional approach to monitoring and evaluation across VSO's work.</p>
Public awareness of global issues in the UK is increased.	<p>Support 1,500 current and returned volunteers to draw on their overseas experience to increase public awareness of global issues particularly in the health and education professions.</p> <p>Reach new audiences for public awareness by making innovative use of appropriate programmes for younger people.</p>	<p>Verifiable evidence and examples of increased awareness amongst specified target groups particularly secondary school teachers and students, the UK health sector and specific UK communities.</p> <p>250 young people will have completed effective global education programmes per year.</p>

### Cross-cutting actions

For DFID and VSO to achieve these strategic objectives both organisations will have to undertake a series of actions. The majority of these are already contained within their plans and current activities of both organisations but some arise specifically from this PPA. In summary these are:

1. To implement a practical mechanism whereby regional policy and other matters of mutual interest to DFID and VSO are discussed at country level and on a regular annual basis.
2. To implement a regular annual meeting between DFID departments in the UK and VSO UK management covering the events of the previous 12 months and looking at possible developments for the future.
3. To encourage and initiate DFID/VSO staff exchange.
4. To develop and implement practical mechanisms to ensure both organisations are kept up to date on changes to policy and practice and can share learning within that sector.
5. To develop and implement practical mechanisms to improve the sharing of information between DFID and VSO

including information on contacts and resource centres.

6. To develop a baseline from which year by year changes in the success criteria for the Outcomes set out above can be measured.
7. VSO will review and monitor the effectiveness of their country strategic planning processes and develop systems to monitor and evaluate the effectiveness of its programmes in meeting agreed strategic aims.
8. During the lifetime of this partnership agreement VSO will prepare a new corporate strategic plan that will incorporate overseas programme targets. DFID will be invited to take part in the discussions in setting such targets.
9. VSO and DFID will investigate ways of building sustainable local capacity to solve skills shortages. This will include developing indigenous or South-South solutions and identifying new ways of managing volunteers in the context of new development systems and sector-wide approaches.
10. VSO and DFID will continue to work towards a further diversification of the funding base for VSO.

## 6. MANAGEMENT ARRANGEMENTS

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**6.1** A Memorandum of Understanding between DFID and VSO will set out details of the financial and other administrative arrangements for this Agreement.

### Funding the Partnership

**6.2** DFID will provide strategic funding to support this agreement with VSO. The total amount payable for the three financial years 2001/2002, 2002/03 and 2003/04 will be £71,520,000. The contribution will be allocated within DFID's financial years as follows:

2001/02	£23,220,000
2002/03	£23,840,000
2003/04	£24,460,000

**6.3** Funding will go towards VSO's programme providing suitably skilled volunteers throughout the world, including Eastern Europe and the Former Soviet Union. It will contribute, among other things, to the costs of the identification of suitable placements, to the selection and training of volunteers before departure and their support while overseas.

### Payment and Accounting

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

### Other DFID funding

**6.5** The general principle has been to keep the Agreement as simple as possible. The Agreement does not prescribe detailed financial systems but describes the broad policy framework in which the partnership will develop. In this respect, bilateral funding of VSO through DFID country programmes

or from other UK government sources will not be affected by the PPA and will not affect PPA funding. There will be occasions when DFID advisers consider that collaboration with VSO over specific projects is the most effective and efficient way to achieve DFID's objectives. In such cases, it will be in order for there to be separate funding arrangements agreed between the local DFID office and VSO. To avoid the possibility of double funding in such circumstances, where funding is provided for a VSO project, then resources will be limited to direct local costs. Where the funding is for a DFID project, full support costs for the volunteers will be provided.

### Communication and co-ordination

**6.6** DFID will work with VSO primarily through its normal management structure. The VSO Director of Resources will be the Partnership Programme Agreement contact.

**6.7** Within DFID, the Civil Society Department will be the co-ordinating focus for the partnership, with the designated Deputy Programme Manager as the first point of contact. DFID will continue to be represented on the Board of VSO Trustees. VSO will also maintain contacts with other DFID departments and overseas offices.

### Monitoring

**6.8** Overall progress of the Partnership Programme Agreement will be monitored in the UK through regular contact between DFID and VSO representatives. This will be supplemented annually by a more formal review. This review will be based on an end of year report from VSO which will detail progress against the agreed outcomes, activities and success criteria as set out in Section 5. The results of the review will be a mutual understanding of the broad actions to be taken by both parties over the following twelve months to maximise the effectiveness of the Agreement. The review will also consider what, if any, occasional and in-depth

thematic, country or programme reviews, surveys or reports will be commissioned and how these will be funded.

**6.9** This overall monitoring will be supplemented by discussions between country level DFID and VSO officials about progress on the partnership at local level for each country in which VSO works. The results of these discussions will be included in VSO's end of year report referred to above.

## **Evaluation**

**6.10** An independent external evaluation will be conducted during the first six months of the final year of the Partnership. The evaluation will:

- Examine and determine the impact and value of the Partnership;
- Review its operation;
- Evaluate the monitoring systems;
- Consider how the Partnership should be developed;
- Make specific recommendations on the level of DFID funding available for any future partnership.

## ANNEX 1: KEY INFORMATION ON VSO

### Contact details

VSO  
317 Putney Bridge Road, London SW15 2PN, United Kingdom  
Tel: 00 44 20 8780 7200 Fax: 00 44 20 8780 7300  
E-mail: mail@vso.org.uk Website: www.vso.org.uk

VSO has some 2,000 volunteers working in 55 countries, mainly in Africa and Asia. Most of the volunteers are working in placements lasting two years and, in this standard programme, the average age is 35 and nearly 60% are female. The proportions of volunteers working in the various skill areas are:

Skill area	Percentage
Education	44
Business and Social Development	26
Health	15
Natural Resources	8
Technical	8
Total	100

In addition to the standard programme over 200 volunteers are involved in VSO's youth oriented programmes.

The volunteers are from a variety of nationalities and VSO has set up partner agencies in the Netherlands and in Canada to recruit volunteers. It is now also piloting recruitment programmes in Kenya and in the Philippines. VSO Netherlands and VSO Canada raise money themselves as well as receive a grant from VSO in the UK.

### Worldwide presence

VSO has 39 Programme Offices managing its 2,000 volunteers:

Region	Programme offices
Africa	The Gambia, Guinea Bissau, Ghana, Nigeria, Cameroon, Eritrea, Ethiopia, Uganda, Rwanda, Kenya, Tanzania, Malawi, Zambia, Zimbabwe, Namibia, Mozambique, South Africa
Asia and the Pacific	Pakistan, India, Nepal, Bhutan, Bangladesh, Sri Lanka, Maldives Thailand, Lao PDR, Cambodia, Vietnam, Philippines, Indonesia, Papua New Guinea, Solomon Islands & Vanuatu, Kiribati & Tuvalu China, Mongolia, Kazakhstan
Central and South America	Guyana, Belize
Eastern Europe	Russia

VSO also has country representatives in Albania, Romania, Bulgaria, Macedonia, Latvia, Lithuania, Bosnia and Herzegovina. In addition it has some individual volunteer placements in other countries on schemes such as VSO's Overseas Training Programme.

VSO employs 290 staff in the UK. It has 250 staff in its Programme Offices, 90 of whom are on international contracts.

<b>Income and expenditure</b>	
<b>INCOME 1999/00</b>	<b>£'000</b>
Core grant from DFID	21,795
Income from fund-raising activities	5,305
Other grant income	333
Investment income	643
Net income of trading subsidiary	133
<b>TOTAL INCOME</b>	<b>28,209</b>

<b>DFID core grant to VSO</b>					<b>£'000</b>
<b>1996/97</b>	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	
21,171	19,481	20,714	21,795	22,129	

<b>EXPENDITURE 1999/00</b>	<b>£'000</b>
<b>Direct charitable expenditure</b>	
Volunteer recruitment, placement and training	7,164
Support to partner organisations	1,617
Overseas programme	11,815
Returned volunteer support	2,883
Special programmes	1,392
Global education	404
Publicity and information	1,572
Total direct charitable expenditure	26,847
<b>Other expenditure</b>	
Fund raising	1,470
Management and administration	357
Total other expenditure	1,827
<b>TOTAL RESOURCES EXPENDED</b>	<b>28,674</b>

## ANNEX 2: CONSULTATION PROCESS

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DFID's Civil Society Department and VSO have worked closely together during the preparation of this paper. As a first step, a questionnaire was circulated widely within DFID and VSO asking for views of the existing relationship between the two organisations and potential for its development under the PPA.

This was followed by a series of internal DFID and VSO meetings which culminated in a number of round-table meetings in April 2000 between key

stakeholders on both sides. In May 2000 a draft paper was produced and then circulated to all parts of DFID and VSO for comment.

A further draft was submitted to DFID's Development Policy Committee in June 2000 and approved by the Secretary of State on 29 November 2000. VSO's Board of Trustees delegated to its Chair the power to approve the final wording of the PPA and this approval was given on 4 January 2001.