



DFID Programme Partnership Agreement 2009/10 Self-Assessment Review

August 2010



Report Contents

Part A – Basic Information	4
Part B – Progress against PPA Strategic Objectives	7
Part C – Lessons Learned	21
Part D – Partnership with DFID.....	23
Part E – Corporate Governance and Organisational Change.....	25
Part F – Cross –cutting issues	27

Appendices

1. Consultancy income received from DFID
2. DFID’s visibility

Case Studies¹

1. Strategic Objective 1, Indicator 1 – Disaster Risk Reduction and Food Security
2. Strategic Objective 1, Indicator 2 – Market Access
3. Strategic Objective 1, Indicator 3 – Infrastructure Services

Please note that most of Practical Action’s projects have been funded directly by donors other than DFID.

¹ These case studies can be found in separate electronic documents. There are hyperlinks throughout the main text of the report to the requested documentary evidence.

PPA Self-Assessment Review²

Complete areas within white boxes only

Reporting Year	2009 – 2010
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Part A – Basic Information³

PPA partner	Practical Action
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Niche statement	In working for a sustainable world, free of poverty and injustice, Practical Action focuses on the critical role of technology in bringing about social and economic change. Through practical demonstration of the development and adoption of appropriate technologies in the field we build the capabilities of poor women and men. We learn from this experience, and that of others, and communicate this to poor communities, practitioners and policy makers. And we work with poor people seeking to influence local, national and international institutional and policy frameworks which govern the development and use of technologies.
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	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£)	750,000	750,000	1,000,000	1,000,000	1,030,000	1,060,000	
As % of total organisational income	5.00	4.30	4.50	4.50	4.60	4.68	

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	447,508	558,674	268,787	622,601	594,615	1,160,000	

² This self assessment review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground

³ Part A is a useful snapshot of the full relationship between DFID and each PPA holder.

There is an opportunity to expand on some of the non-financial aspects in Part D 'Partnership with DFID' but we wanted to expand Part A to reflect the fact that our partnership with DFID is not purely financial.

Summary of partnership with DFID and other DFID funding⁴

DFID Funding of Programmes

- Practical Action had a contract with DFID for the delivery of **Practical Answers** (including the Technical Enquiries service) for 25 years. Most recently funded by Central Research Department (CRD) to March 2009.
- **Mainstreaming Livelihood Centred Approaches to Disaster Management** will be funded by DFID's Conflict, Humanitarian and Security Fund (FY2009/10, GBP406,405).
- DFID have recently began funding Practical Action Bangladesh **Pathways from poverty: Building economic empowerment and Resilience for Extreme Poor Households in Riverine Areas of Bangladesh (PFP)** under the Shiree Programme (FY2009/10, GBP1,864,926)
- **De-centralised Fish Seed Approach** (Consortium of 11 partners - RDRS Bangladesh is lead partner) - DFID Innovation Challenge Fund (Bangladesh). (FY08/09 income: £3,696).
- Practical Action has also received income from **consultancy work** done for DFID (FY09/10 income: £430,480; FY08/10 income: £478,101; FY07/08 income: £535,097). Appendix 1 shows the detail of the contracts and income.

⁴ This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation. Note the wording has changed from 'relationship' to 'partnership'.

Approximate % of total organisational expenditure allocated by sector or theme⁵

Sector	2009/10	
	%	Expenditure
Agroprocessing	1.5%	202,836
Democratisation and HR	2.1%	273,898
Development Education	0.5%	67,335
Energy	13.5%	1,766,130
Food security - other	20.9%	2,740,851
Gender	0.1%	7,779
Health - other	1.4%	186,457
ICTs	0.4%	50,519
Knowledge and communications	3.5%	455,674
Knowledge and Information	3.8%	502,817
Market Access	1.7%	227,527
Nanotechnology	0.1%	18,577
Shelter	5.1%	672,904
Small enterprise	4.8%	629,971
Transport	1.7%	220,322
Urban Livelihoods	8.2%	1,079,606
Waste management	1.6%	208,083
Water sanitation - other	2.8%	364,715
TOTAL Non humanitarian	73.8%	9,675,999
Food security - humanitarian	8.2%	1,074,061
DPP	12.6%	1,655,520
Health - humanitarian	0.1%	17,799
Rehabilitation	1.9%	244,340
Water sanitation - humanitarian	3.4%	451,919
TOTAL Humanitarian	26.2%	3,443,639
TOTAL	100.0%	13,119,638

⁵ The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

Part B – Progress against PPA Strategic Objectives⁶

Progress to date against PPA purpose statement

By 2011 poor people in Africa, Asia and Latin America will have been enabled to use technology to improve livelihoods, create employment opportunities, and increase access to basic services.

Practical Action continued on or ahead of target in most Objective areas during 2009–10. Across our programmes a further 943,624 people derived direct material benefits from the use of technologies and approaches, a significant increase over the 506,565 beneficiaries in 2008-9^A due in part to the delivery of some major humanitarian water projects in Zimbabwe. Although our total restricted spend fell slightly from £11.6m to £11.5m, the number of projects rose slightly to 118 but continues the long-term trend to fewer larger contracts and greater delivery efficiencies. Our work internationally has been particularly effective at using field-based learning and governance linkages to influence the ways policies are mediated at the meso level in areas such as disaster risk management, market access and infrastructure services, providing an innovative model for impact at scale (reported on in some of the case studies included with year's self assessment).

The significance of knowledge services has continued to expand through our Subsidiaries and Practical Answers. During 2009/10 Practical Action Consulting delivered 84 projects in 43 countries, many operating at government levels with significant indirect impacts on poor people. After concluding several productive co-publishing agreements with other development organizations Practical Action Publishing saw sales incomes rise by 30% over the previous year while costs were contained. In addition, more than 3 million people reported significant expected benefits by applying our Practical Answers technical briefs and enquiries services in their businesses. Whilst we treat this figure as indicative, it gives a sense of the scale of our broader indirect impact and the importance of these knowledge services to multiple end-users.

Although Practical Action is now seen as a thought leader around adaptation to climate change, the failure of the international community to reach a climate change deal in Copenhagen was a huge disappointment given the work we and others had put into highlighting the impacts of global warming on the poor in the developing world. Despite this set-back we remain committed to keeping this issue on the international policy agenda. And with our 2009-10 organisational carbon footprint 28% less than during 2006-7, we are able to demonstrate that it is possible to make significant reductions in our carbon footprint whilst significantly increasing impact and turnover.

Despite stable restricted income and the continued growth of our unrestricted income to £11.2m, 2009-10 has been a financially challenging year. For example, we estimate the depreciation led to a small increase in our overseas running costs, reducing our ability to invest in innovation, but once again reminding us of the significance of continued PPA support to our ability to deliver effective change for poor people.

^ANote this figure is higher than the 480,000 reported last year following corrections made following our Review of Reviews feedback and cross-checking process

⁶ The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

This is also an opportunity to generate a rich picture of PPA funding and demonstrate its value.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1:

Poor people will have built their capabilities and achieved greater livelihood security and sustainability from the use of appropriate technologies.

As in previous years all indicators are reported against. Each represents an international programme that is assessed annually for its strategic delivery through our internal review process. Performance claims are verified by cross referencing project and programme plans, donor and internal progress reports, field visits and independent evaluations.

Indicator 1:

Increased adaptive capacity, preparedness, and resilience of livelihoods among 1,000,000 poor people living in fragile rural environments vulnerable to the impacts of Climate Change in Bangladesh, Nepal, Sri Lanka, Peru, Mozambique, Zimbabwe, Zambia, Kenya and Sudan.

Progress achieved and challenges faced

During 2009-10 Practical Action helped 377,988 poor rural people to increase their access to food and diversify their range of livelihood opportunities. This brings the total number of direct material beneficiaries from our work on vulnerability reduction since 2008 to 580,318.

While this figure is slightly behind target, indirect beneficiaries are far higher. This has been achieved above all by influencing local government to incorporate disaster risk management in development planning, and facilitating disaster response actions. The numbers of people covered by these governance changes with potentially lower risks to disasters is several million.

In Nepal, Early Warning Systems are being extended across target *Terai* districts through District Development Committees and partner NGOs such as Action Aid and Mercy Corps working at the village level. In Sri Lanka the Urban Development Authority in Southern Province has adopted disaster risk reduction approaches affecting Galle, Matara and Hambantota. Each of the Nepal and Sri Lanka regional territories have populations totalling over 2 million.

The picture is similar in other continents. 800 municipalities in Peru received Practical Action guidance in DRR mainstreaming in conjunction with the National Poverty Roundtable. Plans have been approved in 8 municipalities and 4 districts and a regional climate change strategy adopted in Ancash. Likewise in Zimbabwe, Practical Action successfully facilitated the drafting of District Disaster Management plans in Gwanda, Bulilima and Mangwe and have influenced NGOs including World Vision to adopt livelihoods centred approaches to disaster risk reduction.

Ex post assessments trailing future quick onset disasters will be important for the programme's future understanding of the effectiveness of this local government focused strategy.

Influencing agricultural policies and programmes has been comparatively difficult, less easily attributable, and more variable and dependent on local context. Nevertheless successes demonstrate a range of effective influencing trajectories.

In Sudan the Federal Ministry of Agriculture has prioritised community based extension services through village nodes and the construction of 1000 rainwater harvesting dams following Practical Action's State level influencing. Our priority is now to ensure civil society have control over dam

site selection and mediation of access under State, UNOPS and UNEP supported programmes. This will be achieved by mainstreaming formal Consensus Building methods introduced by Practical Action and originating from DFID's Natural Resources Systems Programme 1995-2006.

Consensus Building is also part of our work inter-mediating rights of access to forest resources between indigenous Awajun and new settlers in San Martin, Peru. An initial success has been to improve the security of informal property rights under COFOPRI where the Government institution has committed to refuse deed applications in cases where land access rights are disputed.

Promoting community-based extension services has been a key lobbying theme in recent years. In Kenya Practical Action has been a core supporter of the Animal Technician's Bill 2009 designed to regulate the work of paravets and recognise animal health workers. While in Zimbabwe we have trained Ministry of Agriculture field staff in community extension and a joint proposal to mainstream the approach through the Ministry is being prepared.

Increasingly our aim is to ensure all our work with poor rural communities helps strengthen their capacity to adapt to changing conditions and future uncertainty. As a consequence an important area of innovation has been to begin mainstreaming joined-up approaches to livelihood security, disaster risk reduction and climate change adaptation. A Vulnerability to Resilience – V2R framework and tools for analysis have been developed for international staff - see case study 3- and work training farmers' leaders in Peru (case study 1) illustrates how incorporating aspects of disaster risk management and adaptive capacity into agricultural training programmes can better support communities exposed to climate variability.

List any documentary evidence of achievements⁷

Main source – Regional and International Annual Programme Reviews. Links to DRR and Food Security Case Studies against indicator 1.1 included with the report. More case studies and the V2R framework can be made available if requested – contact Hilary Warburton, hilary.warburton@practicalaction.org.uk

Indicator 2:

Increased access to, and sustainability of, Infrastructure Services for over 300,000 poor people living in remote rural and poor urban settlements in Sri Lanka, Nepal, Peru, Zimbabwe, Kenya and Mozambique including productive and potable water; sanitation; modern energy services for cooking, heating, lighting and small enterprise; shelter, and transport.

Progress achieved and challenges faced⁸

As a direct result of our programme activities 443,793 poor people gained access to infrastructure services during 2009-10. This brings the total number of poor people accessing new, clean energy, water, transport and shelter services since 2008 to 616,499. This is more than double the target.

At 298,443 the highest proportion of infrastructure service beneficiaries during the year received health benefits derived from clean water and the mitigation of indoor air pollution. Many of these were beneficiaries of emergency water interventions in Zimbabwe during the cholera epidemic where sustainability needs to be assured through close support of water management committees

⁷ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

⁸ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

and local authorities. In Mukuru, Kenya, pilot work extending clean water services to slum dwellers through the water utility is becoming a model for the utility's work with NGOs in other slums and is supported by the World Bank. In Nepal the Ministry of Energy has published Practical Action's National Air Quality Standards and Implementation Guidelines, and begun a series of district demonstration projects under a 3 year extension to our ongoing indoor air collaboration. While in Sudan, promoting the use of LPG for cooking in Darfur has extended to humanitarian NGOs and town dwellers following successful work with the National Gas Company and lobbying of the Ministry of Finance led to a halving of its LPG trade levy.

Globally, 92,585 also benefited from improved solid waste management. Recommendations here include the use of contextually developed sanitation technologies, management and collection approaches, including the development of small enterprise. In Bangladesh this work is proving effective in influencing the Asian Development Bank's Urban Governance and Infrastructure Improvement Project. Both Faridpur and Gazipur municipalities have decided to take the local waste management approach, developed in collaboration with Practical Action, authority wide.

In rural areas 52,765 have accessed modern clean energy and improved transport services through on-the ground work. Taking these experiences more broadly in Peru, Practical Action have influenced the Ministry of Energy and Mines in Cajamarca to adopt a hybrid wind-solar system and service model developed with local private sector and civil society groups. Local government plans for the system to deliver decentralised electricity to 45,000 households by 2017. National dialogue has started similar to that in bioenergy provision where we have lead the setting-up of a multi-sector cross-ministry Bioenergy Commission.

List any documentary evidence of achievements⁹

Main source – Regional and International Annual Programme Reviews. Links to Case Studies against indicator 1.2 included with the report (list below). More case studies available if requested. See also reference under 2.2 to recent publications on Building Back Better and Energy Access for the Poor. Please contact Lucy Stevens for more information, lucy.stevens@practicalaction.org.uk

Bangladesh	A safe house makes Laily Begum healthy and wealthy
Southern Africa	Integration of activities in cholera response reaps multiple benefits
Sudan	The role of a revolving fund in promoting gas as an alternative fuel
Bangladesh	Slum Immersion
Kenya	Improved solid waste collection
Nepal	Gravity ropeway helps rural people earn more
Latin America	Establishment of the multi-sector bio-energy commission
South Asia	Lahugala farmers are safe from flood now

Indicator 3:

Secure and effective access to markets and increased incomes achieved by up to 500,000 poor small-scale producers in at least 10 sub-sectors across Zimbabwe, Mozambique, Sudan, Bangladesh, Sri Lanka, Bolivia and Peru.

Progress achieved and challenges faced¹⁰

⁹ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

¹⁰ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

During 2009-10, 121,843 poor rural small-scale producers increased their incomes by using new technologies, skills and knowledge to participate more effectively in markets. This brings the number of direct beneficiaries who have derived material benefits such as incomes and services from improved market access since 2008 to 253,372.

While this is a little behind target, direct impacts are not the driving motivation of the programme. Instead it focuses above all on securing pro-poor market systems transformations via mechanisms identified through participatory market systems analysis. Examples of wider transformations that emerged during the year included changing *Zakat* arrangements in Sudan that had effectively double-taxed hibiscus by charging farmers *and* traders at the market gate. Farmer engagement in local hibiscus forums allowed them to challenge the *Zakat* Chamber which issued a local decree exempting growers from *Zakat* tax. This change has benefited 33,000 farm families already and is expected to help 15,000 more in neighbouring areas.

In Sri Lanka when the national media adopted “lagoon fishing” as a discussion theme, Practical Action quickly targeted contacts in the Ministry of Fisheries with field evidence on resource sustainability and market access benefits from participatory lagoon governance and market systems analysis, deliberately tying messages and content with the media. Together these led the Department to adopt revised resource governance recommendations affecting all lagoons nationally. This has the potential to benefit 240,000 lagoon-based livelihoods and to reach up to 800,000 people dependent on inland lake fishing for their livelihoods through similar protocols.

In Nepal DFID have also recognised the importance of the systemic approach. After 2 years promoting the approach in pro-poor subsectors such as dairy, Practical Action found DFID Nepal to have developed a similar agenda following David Elliot’s visit and strategy draft in 2009. Although dairy was not DFID’s expressed priority it was agreed that the collaboration should test the PMSD approach across all three components of the dairy market system; improving value chain linkages, unlocking the business environment and enabling service providers. A project began in June 2010. It is planned that up to 200,000 farmers will benefit from changes in the dairy market system.

In Bangladesh monitoring indicates our Rural Private Service Provider Development strategy to have been particularly effective in achieving horizontal outreach and scale. 250 service providers under 12 provider associations have reached 46,179 farmer householders covering a range of agricultural services including livestock, crop and fisheries. 9,062 households are known to have gained significant material benefits from these self-sustaining, user-paid services. Poor service providers themselves are deriving new livelihood opportunities with average increases in income climbing from Tk.3700 to 9000 (£84) per month with the greatest gains in livestock support.

List any documentary evidence of achievements¹¹

Main source – Regional and International Annual Programme Reviews. Links to PMSD Case Studies against indicator 1.3 included with the report. More case examples are available on request. Please contact Alison Griffith, alison.griffith@practicalaction.org.uk for more information

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5¹²

1-2

¹¹ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for ‘building support for development’.

¹² Having the ratings at the end of each section puts more emphasis on the earlier narrative and qualitative information, rather than on the quantitative rating.

Ratings to be applied:

1. = Likely to be **completely** achieved, i.e. well on the way to completion (or completed)

Strategic Objective 2:

Poor people and support institutions will have a greater range of technical options and knowledge to support informed choices about the identification, prioritisation and use of technologies.

All framework indicators are reported against. They represent areas where Practical Action is delivering knowledge services and outreach with major impact potential through the Practical Answers programme and our Publishing and Consultancy subsidiaries.

Indicator 1:

Increased access to science and technology knowledge services for national and international development practitioners, policy makers, small scale enterprises and poor people living and working in Latin America, South Asia, and East and Southern Africa as evidenced by over 3,000 technical enquiry responses and 150,000 technical downloads in the South each year (Practical Answers).

Progress achieved and challenges faced

Practical Answers is showing impressive outcomes. Performance during 2009-10 continued to significantly exceed planned and after 2 years has passed the 3 year target on all counts,

Practical Answers KPIs	2008/09	2009/10	% 3 yr target
Downloads of knowledge objects from web (UK, Peru, Sri Lanka services)	285,754	1,045,710	296%
Registered development practitioners using the web service	40,000	52,154	768%
Technical enquiries answered across all countries	6,292	8,077	160%
Total number of poor people likely to benefit	545,553	3,087,299	605%

The scale of Practical Answers' success can be illustrated by individual or multiplier case examples and a summary of the monitoring approach. In Sri Lanka, the Practical Answers service has helped a farmer in Kirinda secure a much cleaner water supply for his family after briefing him on how to build a solar powered water distillation system. The farmer, Mr. Jayaratne and his family now get 8–10 litres of clean drinking water per day through the system. His wife particularly benefits as she had previously had to make the 2km trek to the nearest clean well. She now reports that she is able to use her freed-up time rearing cattle which has increased the family income. And in an example of scale, a student reported that he came across our technical materials on Zeer pot refrigerators made from clay from Sudan. After several years of working with our Khartoum office he has been able to introduce the same technology in the Gambia where, with the help of a local NGO, he is promoting their use across every district nationally.

- 2. = Likely to be **largely** achieved, i.e. good progress made
- 3. = Likely to be **partly** achieved, i.e. partial progress made
- 4. = Only likely to be achieved **to a very limited extent**
- 5. = **Unlikely** to be achieved

These examples are typical of feedback obtained through the ongoing monitoring of knowledge uptake. All users are asked to provide structured information about expected use and benefit of the knowledge objects as they download information or and receive enquiries services. At a later date a follow-up sample of from 10-50% depending on locality and feedback rates is asked for details as to actual use which can then be cross-referenced against what was originally reported by the user. Together these stages make the monitoring process a fairly robust and knowledge rich resource in understanding the power of knowledge services in development.

List any documentary evidence of achievements

Practical Answers homepage - <http://practicalaction.org/practicalanswers/>

Indicator 2:

Increased access to published technical content by development practitioners, academics and policy institutions in the south as evidenced by a 10% increase in annual publications sales to over 35,000, a 15% increase in the list of titles to 750, and 3-fold increase in globally accessible digitised content to over 1,500 titles (Practical Action Publishing).

Progress achieved and challenges faced

Despite gloomy predications a year ago, Practical Action Publishing achieved its best financial results ever during 2009–10 and is on or ahead of target on all main performance indicators. Financial performance was aided by several productive agreements with co-publishing development organisations, and the fruition of the co-publishing agreement with Oxfam signed in late 2008. As a result, sales income rose by 30% compared with 2008–09 while costs were contained. The company also made substantial progress in achieving its non-financial strategic objectives and Practical Action’s overall impact.

	Target 08/09	Actual 08/09	Target 09/10	Actual 09/10	% 3 yr target
Global Sales	35,000	45,000	35,000	46,500	87%
Free distributions in the South*	4000	3800	4000	4400	(68%)
Titles	680	660	715	685	35%
Digitised content – publications and articles	500	920	500	1003	128%

While we are behind overall on the targeted development of new titles we have excluded the 350 titles from Oxfam’s backlist and growth in new titles are expected to accelerate modestly in future years. Of particular note last year were three new books rising directly out of Practical Action’s work supported by the PPA. Emergency Market Mapping and Analysis Toolkit - a handbook for post-emergency market mapping; Building Back Better - on post-emergency housing reconstruction at scale, and; The Hidden Energy Crisis - advocacy for energy access for the world’s poor. All were either authored or edited by Practical Action staff members and were launched at public events in early 2010.

Additional new titles included, Lessons from Aceh in association with the Disasters Emergency Committee; What Works for the Poorest? with the Chronic Poverty Research Centre at Manchester University, and; Climate Change and Gender Justice with Oxfam GB. Our two journals, Waterlines

and Enterprise Development and Microfinance, continued their quarterly publication schedule with EDM celebrating its 20th anniversary during 2009. The first edition of a new journal, Pastoralism, was launched in Nairobi in January 2010.

Other notable achievements included winning the tender to produce and market the new edition of the Sphere Project Handbook. This will be developed in 2010 for publication in several languages in early 2011. And over 9000 copies of our books were distributed in the South through a mix of sales, book voucher schemes, and free distributions via Book Aid International*. Tracking the dissemination and use of publications in the South, much of it indirect, is a monitoring area currently under review.

List any documentary evidence of achievements

Practical Action Publishing homepage - <http://practicalactionpublishing.org/publishing>

Indicator 3:

Double the regional penetration of Practical Action's technical skills and experience among national governments, bilateral and multilateral donors, international NGOs and private sector businesses achieved by providing consultancy services in at least 25 countries where we are not operational as an NGO (Practical Action Consulting).

Progress achieved and challenges faced

While all targets have been passed, achievements against the consultancy arm's Key Performance Indicators fell slightly during 2009-10;

	Target 08/09	Actual 08/09	Target 09/10	Actual 09/10
Activities	82	104	90	84
Countries worked in	25	46	25	43
Profit (Grant used)	-£175,000	-£92,000	-£175,000	-£157,000
Turnover	£1,291,000	£1,842,000	£1,554,000	£940,000

As a result income fell significantly due mainly to the ending of some large contracts. In 2010-11 income will be above £1.5m with some major new contracts signed including a £2m 2 year DFID funded Latin America Synthesis project promoting Research Uptake in Africa and South Asia, and two Cook Stoves contracts funded by the Rwandan Ministry of Infrastructure grossing £500,000.

Particular success areas during 2009-10 were in Energy Development. A growing body of work has been developed around biomass, stoves, bioenergy, biofuels, mechanical power and energy policy. This is now supported by a strong technical team and cadre of associates. Examples of where PAC is increasingly requested to provide leadership include an invitation by the Bretton Woods Project to co-ordinate and produce a briefing paper for a coalition of UK INGOs (Christian Aid, WWF, Tearfund, Greenpeace and Practical Action) in response to the World Bank Energy Strategy Review. Through this work PAC was able to build understanding of World Bank perspectives, interact with team members of signatory organisations, and coordinate UK NGO positioning. The paper was reported to have resonated with DFID and Bank staff during the consultation and BWP has followed-up with a request for further Energy advocacy analysis and advice in future engagements with the World Bank.

To understand integration within Practical Action programmes it is perhaps best to use an example. Using methods developed by the Markets and Livelihoods Programme (Indicator 1.3) Practical Action Consulting successfully delivered an assessment on public-private partnership-led

enterprise development on behalf of the International Labour Organisation in Somaliland. This led to our East Africa consulting arm securing and delivering two further ILO assignments providing training on Participatory Market Sector Approaches to local Government officials in Puntland and Somaliland (c.f. 1.3), and an assessment of PPP involvement in solid waste management Somaliland (1.2). These activities demonstrate the effective partition of delivery resources between programmes and the consultancy function contributing to wider organisational and PPA impacts.

While we are ahead of target on outreach to new countries and expected income, two regions where performance has been disappointing include in West Africa and South Asia where we have not yet been able to secure strong long-term regional development work and partnerships.

List any documentary evidence of achievements

Practical Action Consulting homepage - http://practicalactionconsulting.org/?id=itc_home

Follow the What We Do links organised by technology theme areas (left). Each contains lists of current and recent consultancies including DFID funded with links to relevant evidence and contacts, for example the DFID funded [PISCES Energy Research Programme Consortium](#).

What is the likelihood that Strategic Objective 2 will be achieved? Rate 1 to 5.

1

Strategic Objective 3:

The institutional and policy environment will have been created in which poor people have increased influence over the systems of technology governance, including its innovation, development and use.

Indicator 1:

Community based adaptation and disaster risk reduction approaches supported by international climate change governance and financing regimes under the UNFCCC and CSD, and at least 3 targeted National Adaptation Plans of Action (NAPAs or their equivalent).

Progress achieved and challenges faced

Public attitudes towards climate change in Europe and North America appear to be regressing, with more people sceptical about it and about the urgency of action. Following the disappointments of the UNFCCC Copenhagen we have shifted our awareness raising tactics towards helping guide and build an understanding of Climate Change Adaptation among international NGOs and Governments.

Just before Copenhagen we co-hosted the All Party Parliamentary Climate Change Group and spoke at the APPCCG's launch of a joint UK-Bangladesh inquiry report in January 2010. Our contributions were well regarded by Colin Challen MP the APPCCG chair. In Europe we have taken a leading role in the Climate Action Network Adaptation Group and were influential during meetings of the Nairobi Work Programme and Adaptation Fund Board and on NGO/CSO engagement with the UNFCCC. Nevertheless, while adaptation is now adequately provided for in the negotiating text of the UNFCCC and the Copenhagen Accord provides for near-term financing (US\$30 billion), the Accord is non-binding and most of this is not additional money. Also, while long-term financing of US\$100 billion is promised it is not yet known where these funds will come

from and there are now firm commitments to finance adaptation in developing countries. Estimates of the need for adaptation financing are in the order of \$100bn a year from 2020.

Engagement with decision-makers and other actors on national climate change policy has progressed well internationally. National dialogues have been focused on raising awareness among policy makers and advisers, and we have good examples of ministerial engagement in Kenya, Sudan, Peru and Nepal and South Asia.

As an example, in Sri Lanka Practical Action was invited to join the National Advisory Committee on Climate Change of the Ministry of Environment giving us a formal role commenting on all government climate change plans and policies. We joined the Climate Change Secretariat's adaptation policy advisory group, the steering committee of the NACCC, and reviewed the adaptation chapter of Sri Lanka's Second National Communication to UNFCCC. We supported the Sri Lankan delegation at the UNFCCC climate talks in Bangkok, Barcelona and Copenhagen, and on working groups of the Climate Action Network South Asia (CANSAs) and Climate Action Network International (CAN-I), a role recognised by the First Secretary – Climate Change of the Danish Embassy. Our paper on climate change adaptation for the Centre for Trade and Development (CENTAD) led the EC delegation to fund our media capacity building workshops and documentary production. This in turn led to the creation of a Climate Vision initiative and webpage, consisting of a portal and networking platform for CANSAs members and key stakeholders which has been a key resource for strengthening network awareness and channelling policy advice.

List any documentary evidence of achievements

Global Actions on Climate Change and policy briefs - <http://practicalaction.org/climate-change>.

CAN South Asia <http://www.can-sa.org/cansa>

Climate Vision Sri Lanka <http://climatevision.janathakshan.net/about>

Evaluation of the EC NSA Public Awareness funded project 'Climate change and poverty: building awareness and promoting action' (available on request).

Indicator 2:

Inclusion of the poor in the design and implementation of more accountable systems of infrastructure service provision (energy, water, sanitation, transport, shelter) in at least 10 municipalities across Zimbabwe, Kenya, Sudan, Peru, Bolivia, Sri Lanka, India and Nepal.

Progress achieved and challenges faced

Almost all Practical Action's infrastructure services work now involves significant civil society engagement in product testing, the development and implementation of models of service provision, and increasingly in policy engagements. During the year this work was operational in well over 20 municipalities worldwide and the target is significantly overtaken. This engagement has rightly been seen as a core challenge of sustainability. However, in recent months the focus has begun to shift to finding ways of ensuring the processes of social engagement are sustained through municipal level policies and partnerships.

Examples of municipal influencing by poor people in Bangladesh have been recorded in the 2008-9 report and under Objective 1, Indicator 2 above. The sustainability of this agenda is underpinned by an immersion innovation. Sk. Mahtabuddin Ahmed Methu has been the Mayor of Faridpur Municipality for the last 7 years. Before meeting Practical Action in 2008 he had never visited the Faridpur slums. They are considered illegal and slum dwellers were denied municipal services. Earning the confidence of the Mayor, Practical Action began inviting him to inspect new services.

Slowly, the mayor began to interact directly with slum dwellers and is now a frequent visitor. He has brought slum dwellers' representatives onto the Municipal Steering Committee, required Ward Commissioners to associate themselves with work on the ground, and introduced a new budget line in the Area Development Plan for Slum Improvement Plans (SIPs), even committing himself publicly to providing ADP resources to slum dwellers in the absence of external support.

In Kenya the focus is toward the participation of slum dweller water consumers with private utility providers. Here, Nairobi City Water and Sewerage Company has adopted the Mukuru partnership model to engaging NGOs and civil society in informal settlements. Major donors include the World Bank, Africa Development Bank and Italian Corporation. It appears that now that a business model has emerged involving water user groups as demand and thereby circumventing land tenure requirements, the Water Company is able to commit investments into informal settlements. Wider impacts expected included the regularisation of the informal settlements.

In Southern Africa the regional E-Mindset programme influenced the formation of new energy agencies for the purpose of improving energy access for the poor including the Mulanje Mountain Renewable Energy Agency (MuREA) in Malawi and Gender and Energy Network of Zimbabwe (GENEZ). These and similar agencies invite direct user participation of communities in national policy development, national budgeting, and local strategic planning for decentralised energy services in Zimbabwe, Mozambique, Malawi and Zambia. Evidence in Zimbabwe so far shows 25 energised ward plans produced and submitted to districts for consideration affecting an estimated population of 68,000.

List any documentary evidence of achievements

Main source – Regional and International Annual Programme Reviews. Some Case Studies links against indicator 1.2 are relevant here. More examples available if requested. For more information contact Lucy Stevens for more information, lucy.stevens@practicalaction.org.uk

Indicator 3:

At least 5 major national and international organisations and agencies across Latin America, Africa and South Asia, adopt or adapt the Participatory Market Systems Development approach in their policies and practices for rural poverty reduction.

Progress achieved and challenges faced

Practical Action is well ahead of target on this Indicator and has continued to build a strong reputation with many opportunities for influencing practice and sharing knowledge around market systems development. USAID consider us leaders in the field and we have seen evidence of how we have shaped their thinking and focus in the past year. Examples of our input include,

- Invitations to a roundtable of select organisations to share best practice;
- Leading an international on-line discussion on Informal issues in Business Environments, and;
- Shaping field tools for practitioners of value chain development through inputs to a USAID – Accelerated Microenterprise Advancement Project initiative led by AED.

Leadership has also been shown in the Small Enterprise Education and Promotion Network's Market Facilitation Initiative (SEEP-MAFI) where we are shaping the industry agenda by leading the learning activities of 80 key players and laying the foundation for "MAFI-festo" envisaged as an influencing initiative for donors.

Progress with multi-laterals include with United Nations Industrial Development Organization UNIDO who following a presentation, began to include participatory methods within their approach

to Venture Capital, and the UN Development Programme UNDP have extensively adopted the market system map in their Technology Needs Assessment for Climate Change.

INGOs with significant outreach are also taking up elements of our approach. They include Oxfam who are using the Market Map in their new "*Methodology for Value Chain Development and Private Sector Engagement*" which is to be mainstreamed. And World Vision has begun to explore the mainstreaming of Practical Action's market systems approach following prioritisation through an independent assessment of four different market assessment methods.

Practical Action's International Market Access programme has also begun working with Cadbury/Kraft as a way in to influencing the Private sector. When introduced to participatory market mapping the Head of Sustainable Supply Chains described it as a "eureka moment" and plans to capitalise on it in a move from Corporate Social Responsibility to Inclusive Business.

An area that has been challenging is our ability to translate our influencing efforts into an ability to raise funds internationally to further test and refine the approach to different contexts and market processes. Donors appear to hesitate to support a systems oriented approach in which process outcomes outweigh material results in the short term and income impacts are not easily measured. It is partly for these reasons that we have begun liaising with the Donor Committee on Enterprise Development, in which DFID are an active member, on their new Industry Standard for Measuring Results. Our Bangladesh office has been involved in early testing of the standard, a draft is now published, and we will be meeting with committee members in September 2010.

List any documentary evidence of achievements

Links embedded,

USAID-AMAP [New Partners Programme](#)
SEEP [Market Facilitation Initiative](#)
UNIDO [December 2009 Value Chain Report](#)
UNDP [Technology Needs Assessment for Climate Change](#)

Indicator 4:

Policies and practices of at least 2 international and 3 national organisations supporting science and technology development in developing countries adopt approaches or mechanisms to ensure poor people's needs are taken into account.

Progress achieved and challenges faced

The vision of the new technologies programme is: "a world where science-led new technologies deliver products which fulfill human needs rather than consumer wants." Action areas towards this vision during 2009-10 included the formation of MATTER – Making Technology Work for All – with Practical Action represented on the steering group. Having evolved from the work of the Responsible Nano Forum the aims of the MATTER programme is to act as a catalyst to engage government, business, NGO and civil society stakeholders in drawing attention to, and becoming an intrinsic part of, the application of some potentially transformative new technologies.

Other opportunities for influence at high level debates and policy forums include close engagement in facilitating an updated Sussex Manifesto which included a Zimbabwe roundtable hosted by Practical Action. Also the appointment of Practical Action's New Technologies Programme Manager as Senior Research Fellow, New and Emerging Technologies, within the Research and Evidence Division at DFID. This role is as a key national and international influencer on research and policy for the development of new technologies for use in developing countries.

Within Practical Action a particular success area has been in the introduction of podcasting in Peru, Zimbabwe, Sri Lanka, and Nepal. Building on trial work in Zimbabwe reported last year, podcasting is being increasingly seen as part of our support package to a range of technology knowledge systems with potential to integrate with our Practical Answers (2.1) and Operational programmes (Objective 1).

Private sector engagements have included approaches to Practical Action to field test new technologies with poor people such as RENEWIT solar, and the use of a nanotechnology arsenic detection kit in Nepal. Targeting 400,000 tube wells in the Terai, a first step was to hold a Kathmandu workshop that brought together community representatives, the Department of Water Supply and Sewerage, UNICEF, and scientists from Kathmandu and Cambridge Universities. The main outcome of the workshop was an outline design brief for an improved arsenic sensor device that overcomes current deficiencies that is planned to a research led prototype testing stage. Finding applications have been made to DFID.

List any documentary evidence of achievements

MATTER www.matterforall.org
New Sussex Manifesto <http://anewmanifesto.org/>

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5.

1

Strategic Objective 4:

Civil society and political leaders in the north and south will be more aware of, and support, the appropriate use of technology in achieving poverty reduction and sustainable development targets in developing countries.

Indicators under Objective 4 represent strategic areas of development awareness internationally (Climate Change) and for future generations in the UK (development education).

Only the second of these is reported against this year. This is because most of our international climate change communications efforts went into national and international political lobbying in the run-up to and following the UNFCCC Copenhagen COP reported against Objective 3, Indicator 1.

This strategy allowed our team to revise the strategic emphasis of our development awareness work areas surrounding Climate Change Adaptation and Energy Access and a new work programme was started toward the end of the 2010 financial year, to be reported against in 2011.

Indicator 2:

At least 3,000 secondary school teachers and 1,000,000 pupils in the UK have increased awareness of the importance of sustainability in technology design, and the related impacts of science and technology on global poverty.

Progress achieved and challenges faced

We are well ahead of target on this indicator. As reported last year our work was instrumental in changing the mandatory GCSE curriculum requirements to incorporate Sustainability in Design and

Technology. This directly affects all DT Key Stage 4 Students under the OCR (Oxford, Cambridge and RSA) examination body, reaching an estimated 1,000,000 young people in each year group each year.

To support this success we focused in 2009-10 on producing and making available quality resources in DT and Science which have been accessed by a large number of teachers.

In DT our new resource ‘*Sustainability Matters*’ was well received and to date has sold over 300 copies. Over 2,000 sustainability handbooks and CDs have also been sold. Our monitoring of teacher use, through questionnaire follow-up with teachers engaged in training, met at conferences and of new teachers planning lessons, suggests these resources will have reached in excess of 180,000 pupils.

Material from our handbook has been included in Continuing Professional Development (CPD) resources produced by two of the awarding bodies, OCR and Edexcel. We have also produced material for The Royal Academy of Engineering (RAEng) and STEMNET which will be used in the CPD of Science Technology, Engineering and Mathematics (STEM) Ambassadors responsible for and supporting school STEM clubs.

Our four e-resources (see web-links below) were sent to over 1,500 DT and 1,200 Science teachers who signed up to receive them. These ‘warm’ contacts are followed through on-line feedback, questionnaire and face to face contacts as our core monitoring sample. From this we know that over 40% reviewed the documents and that 50% of these more specialised resources were used with at least a single average class of 30 pupils reaching over 36,000 pupils.

We also developed a new renewable energy section in our web area and in the first month of 2010 alone this had over 5,000 page views and the new resources downloaded over 300 times. Overall more than 6,000 Teacher support documents were downloaded from our website, and we are able to calculate these resources to have reached over 540,000 pupils.

An area where we have not progressed as we had hoped is in embedding sustainability in DT Initial Teacher Education (ITE). This continues to be a challenge since there is no requirement for ITE providers to conform to national standards. We are lobbying on this issue and the ITE steering group has now agreed that trainees “*should have an understanding of citizenship and values and how these relate to DT*”.

In total we are confident our resources helped in the education of over 750,000 pupils during 2009-10. Our contribution is captured in a quote from OCR examiner Maria James; “*this pack [sustainability matters CD] will help all teachers looking at ways of encouraging their GCSE students to think and design more sustainably.*”

List any documentary evidence of achievements

Development Education homepage - <http://practicalaction.org/education/> - with links to:
[Sustainable Design & Technology](#) - resources are continually being developed and added.
[Cross curricular resources](#) - downloadable material for primary, geography and citizenship lessons.
[Renewable energy](#) - with posters of renewable energy in action in developing countries.
[Climate Change](#) - highlights its impacts on people around the world and asks what can we do?

What is the likelihood that Strategic Objective 4 will be achieved? Rate 1 to 5.

2

Part C – Lessons Learned¹³

What lessons are being learned from this PPA?

Putting Learning into Practice is seen as an area of added value for Practical Action and an area of significant PPA contribution. As reported under Objective 2 above, Knowledge services have shown themselves to provide significant, cost effective scale opportunities, crucial to Practical Action's ambition to be a knowledge-oriented organisation.

There are a number of ways this ambition is beginning to play out. For example it is driving an organisational agenda aimed at mainstreaming normative knowledge outputs from projects and programmes codified as Practical Answers 'knowledge objects' are made available to users globally. Coupled with this mainstreaming is the increasing use of IT innovation both within Practical Action and beyond, including the use of podcasts and webcasts for knowledge sharing.

These examples point to our learning that integrated approaches to knowledge and information systems are key to organisational effectiveness and impact. Integration will include areas such as connecting people to people around 'those who know' through a LinkedIn-type platform using SharePoint 2010; using our migration to SP2010 to bring the design architecture of IT systems more closely in line with strategic knowledge areas and responsibilities; this includes the use of project and donor sites and an operational database from which learning can be exported to and accessed by wider audiences through knowledge and influence sites, and; ensuring programmes have clearer normative indicator sets that join projects to programmes. This element will help clarify programme monitoring needs, staff capacity and support requirements, and our ability to aggregate impact measures toward a clearer evidence for our policy and practice influencing.

Closely connected to the knowledge agenda is Education where our influencing approach has targeted curriculum changes. Despite an extremely difficult funding environment, modest PPA investment has led to considerable impact in the number of Key Stage 4 students becoming aware of development issues and through the mainstreaming of sustainability issues within Design and Technology. This area of innovation has been followed-up with teacher support materials, training and the use of social media allowing the programme to punch far above its weight in terms of impacts on Development Awareness. Comparing impact against organisational 'effort' will be a key area of analysis under the PPA evaluation's assessment of value for money and results.

Internationally an area of learning about impact at scale is around inclusion of the poor in the decision-making processes of meso level institutions including government and private sector. This strategy is now mainstreamed across the organisation's different programmes and reflects the point of convergence between top-down state-led and bottom-up community-led approaches.

One of the biggest advantages of this model are that scale opportunities can thereby coexist within existing policy and legal frameworks and institutions. As a result they provide opportunities for quick impacts in situations where local civil society is organised and has some basic capacities. This can be the case in both stable and unstable environments such as Darfur. Examples include the integration of DRR and Food Security within local government planning in Nepal, transforming local tax regimes in Sudan, and implementing new delivery models for infrastructure services by private sector providers in Kenya's informal settlements. These examples and potential impacts are covered under the Objective 1 Self Assessment.

¹³ We left this section fairly open to interpretation.

Additionally, it's an opportunity to show the reach and value PPA money has.

Other areas where learning has become increasingly clear include around gender where we have found that despite the use of gender disaggregated data in our review processes, this has not yet converted to real analysis of gender impacts and subsequent changes in organisational priorities or approaches. Over the next 2 years our internal quality management systems will be required to monitor programmes for the gender-based targeting, approaches and monitoring that is underway in order that Practical Action develops a much clearer and more sophisticated understanding of the role of women and women's empowerment in future programme approaches.

Similarly, as a result of feedback from partners, we have begun to revise our partner typology and policies. This will increasingly involve sharing our analysis with them and surveying their perspectives on our effectiveness through regular feedback mechanisms as a means of improving our accountability. This is as relevant with local partners and end-users as it is with government, donors, and influencing alliances.

Each of these agendas comes together under programme design. One area of significant PPA contribution has been in under-pinning Programme Development Funding an internal investment mechanism increasingly aimed toward programme design. Examples include the dairy programme in Nepal reported under Indicator 1.3 and Greening Darfur, a Christian Aid – UNDP/CHF funded programme both of which took 18 months to develop. This process of design investment is essential to Practical Action's ability to identify and assess areas of innovation and maximum impact in systemic processes and develop the necessary operational, funding and influencing partnerships for effective delivery.

Part D – Partnership with DFID¹⁴

Partnership with DFID

The map of connections and relationships included in the mutual accountability framework is still valid. The areas where Practical Action's partnership with DFID have been strong are described below.

Climate change

Practical Action continues to engage with DFID on climate change issues, directly and indirectly. Under the auspices of the Bond Development and Environment Group we have been able to exchange views with members of the DFID climate change team on policies and practices for adaptation to climate change, including matters relating to the Adaptation Fund Board. There is also some contact at UNFCCC meetings.

DFID was represented at, and a DFID representative (Andrew Clayton) spoke at, the well-attended seminar organised by Practical Action in December 2009 on integrating vulnerability, disaster risk reduction and adaptation to climate change. At DFID's request this contribution was not included in the seminar proceedings [\[Link\]](#). (This was part of a series of ESRC-funded seminars on Sustainable Livelihoods.)

Practical Action attended meetings organised by IDS under the DFID-supported Strengthening Resilience project, and was able to make a significant contribution to the research design. Practical Action's office in Sri Lanka will now be involved in some of the research.

Energy

Practical Action contributed to DFID's discussions during consultations on the World Bank's Energy Strategy (Oliver Knight). Both organizations were involved in the successful symposium held at Loughborough in April 2010 [\[Link\]](#). However, Practical Action's focus on ensuring access to basic energy services is regrettably not a priority issue for DFID.

Private sector development

DFID (Mavis Owusu-Ghamfi) participated in the seminar co-hosted by Practical Action, held at Bath (one of the ESRC-funded series), on Sustainable Livelihoods and Pro Poor Market Development. There has also been some engagement with DFID (Catherine Martin) around Practical Action's Emergency Market Mapping and Analysis Toolkit (EMMA) and on the 'knowledge management facility' for the M4P approach (Making Markets work for the Poor). DFID appears to be more receptive to discussing the kinds of approaches to private sector development pursued by Practical Action.

¹⁴ Again, we wanted to focus on partnership over relationship here and have left this section open to interpretation by each organisation.

This is where the mutual accountability framework will slot in, once it has been developed by DFID.

This is an opportunity to expand on some of the information in Part A on the partnership between DFID and PPA holders and a chance to flag up issues.

Again, there is a shift in emphasis from a purely financial relationship to a partnership that is also about learning, accountability and communication with other parts of DFID beyond the Civil Society team.

Governance

With DFID **Governance and Social Development Group** as a steering group member of BOND's Governance Group (contacts with: 1) Stefan Kossoff, Team Leader, Politics and the State Team; 2) Claire Valling, Governance Results and Value for Money; 3) Ben Latto, Democratic Governance; 4) Shiona Ruhemann – Empowerment and Accountability; 5) Drew Tetlow – Anti Corruption.)

Water and sanitation

Direct contacts and through BOND's Water Group with DFID's **Water and Sanitation, Climate and Environment Group and Policy Division** (1) Dr Sue Cavill, Consultant; 2) Dr Beth Scott, Consultant; 3) Ms Helen Richards, Governance Adviser; 4) Mr Sanjay Wajasakiera, Team Leader).

Emerging technologies

A member of Practical Action's staff, David Grimshaw, has been seconded part-time to DFID in the role of Senior Research Fellow on new and emerging technologies since July 2009. As well as having potential to influence the shape of the new and emerging technologies research programme, this arrangement is proving beneficial to Practical Action's New Technologies work by being associated with DFID in this way.

Disaster risk reduction

Practical Action has participated actively in the DFID DRR Group, the group of agencies in receipt of grants from CHASE for DRR work. This included a Round Table forum at DFID to discuss the findings of the UNISDR Global Assessment Report (GAR) and the Views from the Frontline report from the Global Network of Civil Society Organisations (in which Practical Action is active) (contacts: Camilla Bowen and Tim Waite). There have also been discussions on shelter after disasters via the UK Shelter Forum and the international Shelter Centre (contact: John Aslan).

Agriculture

Practical Action engages with DFID on agricultural issues through the UK Food Group and indirectly through participation of events supported by DFID (e.g. discussions on livestock research priorities at the IADG [?] annual meeting on livestock; Global Donor Platform for Rural Development).

Research communications

Practical Action has continued to try to keep doors open for further discussion with DFID about Practical Answers. For the next two years the focus for discussion with the research communications team will be around the new contract for disseminating research findings from Latin America. DFID shows signs of wanting to be closely involved in this programme.

At the country level

Engagement with DFID in Nepal has been strong, particularly during discussions around pro-poor subsectors (dairy). The relationship with DFID in Bangladesh was continued through the Shiree programme. In Zimbabwe we have engaged with DFID through the NGO network in discussions on community based approaches supported by DFID.

Issues

We do not have any issues to report. However, we would like to reiterate that the actual (and potential) impact our Development Education work and Practical Answers (see Outcome 2) have on raising awareness on development issues in the UK and sharing practical knowledge internationally respectively (both supported by very positive evaluations funded by DFID) would be considerably increased if DFID appended wider funding to the PPA for both areas of work.

Likewise, accounting efficiencies would improve by giving additional funding through the PPA when DFID country offices seek technical expertise from us but the work does not warrant large contracts.

Part E – Corporate Governance and Organisational Change¹⁵

Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how.

The structure, governance and management of Practical Action are described in Section 3 of the Annual Report and Accounts for 2009/10.

During 2009/10, the Internal Auditor undertook audits of the UK and 5 country and regional offices. During the year we embedded the new assurance framework into the organisation's risk management and internal audit processes. It now provides a comprehensive view of the organisation, contributing to the CEO's Strategic Objective of a "simpler" and more holistic system of control. It gives us a clearer presentation of risk, the priorities and opinion on the action taken by management in mitigating the risks faced. Numerical indicators are starting to emerge across our activities of work, which could provide the basis for future development of a balanced scorecard. Practical Action's Trustees have in place a risk management strategy. Please refer to Practical Action's 2009/10 Report for more detail.

The **Group Finance Manual**, which is available to all staff, sets out the minimum standards for financial management policy, conduct and process in all Practical Action offices. The manual includes policies for procurement and the contracting of consultants, and is to be developed further with the addition of standards for partner assessment.

During the past year the board of Trustees approved a Conflict of Interest Policy which requires Trustees to declare their interests and a confidential register of interests to be maintained. Steps are now being considered to help staff avoid conflicts of interest through their involvement with others.

A review of board performance in 2009 identified accountability to stakeholders, particularly partners and beneficiaries, as an issue for the Trustees to consider for strengthening corporate governance. As a first step we shall focus on the relationship with partners and prepare a new policy on partners (partner assessment, working with partners, different relations, etc.) during 2010/11.

Practical Action has a comprehensive set of internal policies, including an Equal Opportunities Policy to the effect that Practical Action will ensure that disadvantage does not occur as a result of gender, disability, race or colour; or on the grounds of age, religion, sexuality, marital status, HIV (AIDS) status, political affiliation, nationality, or any

¹⁵ This section is about both ticking the basic legal compliance boxes and showing that PPA holders are pioneering dynamic new approaches to e.g. environmental standards.

This also provides an opportunity for PPA holders and other organisations in the sector to learn from each other and presents PPA holders as at the forefront of new approaches to good corporate governance, accountability, transparency, organisational change etc.

This is an opportunity to list which standards and codes you are signed up to (e.g. HAP, Sphere etc).

Emphasising how PPA funding has contributed to improving governance and change in your organisation and how this learning has been shared in order to strengthen the sector will also provide more material to demonstrate the reach and value that PPA funding has.

circumstance or activities which do not affect the individuals' ability to do their job. In 2008 Practical Action adopted a Policy for the Protection of Children and Vulnerable Adults.

Environmental sustainability is integral to Practical Action's work, and all projects are expected to consider environmental impact. Concern for the environment is reflected in organisational matters as well, with an emphasis on encouraging and facilitating staff to take personal action.

It is a strategic objective of Practical Action to reduce the carbon footprint of the organisation and its work. Measures have been introduced to manage greenhouse gas emissions across the organisation, particularly those from air travel and from our own vehicles. In 2009/10 total emissions were estimated to have reduced by around 10 per cent on the previous year, taking the total reduction to 28 per cent against the baseline (2006/07) which exceeds the targeted 25 per cent for the strategy period ending in 2011/12.

Please provide any evidence to show how PPA funding allows you to take risks and innovate (if at all).

Practical Action's whole approach and strategy rely on becoming a leading organisation on technology and poverty eradication promoting innovative approaches through its international learning allowing these innovations and best practices to be shared with others and scaled up. Examples of how Practical Action does this are provided throughout this document.

The PPA has helped under-pin Practical Action's internal Programme Development Funding which is increasingly used toward programme design and conducting pilot and demonstration projects (please refer to 'Part C – Lessons learnt' where this explained in more detail, particularly how this is allowing Practical Action to be more innovative). PPA funding is also contributing towards Practical Action's action research, which is risky in nature due to the unexpected results it can deliver.

Part F – Cross –cutting issues

Describe any work your organisation has done on Gender and Faith if applicable (this question will be limited for the period 2008-2011) (**Gender** - Please describe how your organisation is mainstreaming gender in its work, as well as any specific work your organisation has done to promote gender equality and women's empowerment. (**Faith** - Please describe how your organisation is working with faith groups and communities) [Maximum quarter of a page for each].

Gender

In June 2010 the senior management team revisited the gender mainstreaming policy adopted in 2001. The policy was confirmed to be still appropriate but we concluded that more could be done to promote and monitor gender mainstreaming. An organisational priority for 2010/11 therefore is to ensure that a gendered analysis is incorporated in key documents (e.g. project and programme plans, HR documents and induction materials) and is considered in the internal project approval process.

During 2009/10 specific work to promote gender mainstreaming was undertaken by several offices. In the regional office in Sri Lanka, for example, Staff had a two-day training programme to enhance knowledge on gender and organisational capacity on gender sensitivity in development. (The training was based on Practical Action's *Discovering Technologists* manual, published in 2000.) The Sri Lanka office also held workshops on "Gender Sensitivity in Community Governance Mechanisms" for slum dwellers in Sri Lanka, and produced a paper and presentation on *Gender Issues in Livelihood Options for Disaster Risk Reduction*. The Southern Africa office produced a manual to provide guidance on gender mainstreaming in water and sanitation work, and has been working with the Gender and Energy Network of Zimbabwe to engender debates on energy access and raise awareness of the relationship between gender and energy. Staff in the UK had a workshop on the protection of children and vulnerable adults, which touched on gender mainstreaming issues.