

Progressio Accountability Framework

Version October 2010

The Progressio Accountability Framework summarises the many internal and external standards, codes, guidelines, values and principles committed to by Progressio which ensure accountability to our various stakeholders and enable us to deliver to a high quality across our work. It states our commitments and sets out an implementation plan and actions for improvement.

- Progressio meets all its external requirements regarding compliance across governance and financial areas.
- In particular, Progressio is committed to taking account of the views, needs and capacities of our partners and beneficiary communities so that the quality and effectiveness of international programme work is strengthened.
- We strive to hold ourselves to account to all our stakeholders including our members, supporters, donors, partners, and beneficiaries of our programmes, in the delivery of these commitments.

Partnership is central to Progressio's approach to development: working in partnership with organisations to bring about sustainable change. This may be through development workers who work with us to build the capacities of local organisations and communities, and through national and international alliances and networks.

We aim to be **accountable** for our actions and **transparent** about what we do, with our staff, partners, development workers and towards beneficiaries and encourage high levels of **participation** from all those involved in any programme so that they are as **informed** as possible.

Within our current strategic plan, we have identified a range of areas of excellence. We seek our accountability and quality commitments to guide our work and our international development programmes in particular. Their purpose is to support Progressio to increase the quality, effectiveness and impact of our international work. This document sets out the detailed framework of all the policies, management tools, human resource management and training policies as well as our Monitoring and Evaluation (M&E) framework which combine together to develop organisational capacity and provide space for reflection and learning.

The Progressio Accountability Framework includes 9 core accountability and quality commitments that Progressio strives to uphold, the current mechanisms in place which contribute to achieving these, and targets and indicators for their continual improvement. The 9 commitments are:-

- 1 – Progressio vision, mission and values**
- 2 – Partners and beneficiaries**
- 3 – International development programme quality**
- 4 – Compliance with in-country legal systems and ministry requirements**
- 5 – Stewardship, governance and finance**
- 6 – Members, supporters and donors**
- 7 – Safeguarding and protection**
- 8 – Staff and development workers**
- 9 – Learning and sharing**

The Progressio Accountability Framework is reviewed and updated regularly (every 12 months) as part of Progressio's planning processes.

1. Progressio vision, mission and values (VMV)

Vision

Poor people empowered to transform their lives.

Mission

To help people gain power over their lives and overcome barriers that keep them poor.

Values

- We respect every person's inherent dignity and right to justice. This requires us to ensure fairness and equity in everything we do. At the heart of our work is fair and sustainable use of the earth and its resources.
- Poverty is not someone else's problem. We are a global community. So, we stand in partnership with poor and marginalised people to support them in achieving their rights and challenging unfair systems. We bring people together from the Global South and North, from all faiths and none.
- Poverty is an outrage. But we believe people can change their own lives for the better. We act with commitment and conviction to see poverty eradicated. We mobilise people from different countries to campaign and act – because every step, however small, helps to achieve lasting change.
- We are bold and innovative, bringing together Christian values of dignity and social justice with a strong, practical understanding of development. We recognise that relentless determination combined with high calibre work makes the most impact.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
<i>People Powered Development</i> – Progressio's Strategic Plan 2010-15.	New strategic framework agreed by the Board of Trustees will guide the organisation's direction for the next five years. This provides a coherent guideline for all the organisation's work with respect to the values outlined above.	Organisational framework presented in workshops with partners in all country programmes. Final country strategy is also developed with partners in workshops in each programme.
New staff and development workers inducted into the VMV of Progressio. VMV shared with Progressio's members and supporters.	Staff and development workers able to articulate clearly the organisation's VMV.	VMV central to strategic planning and present across public articulation of the organisation. Members and supporters familiarised with the new strategy at the Annual General Meeting.
External references		
Catholic Social Teaching. In-country analysis of social, economic, political etc factors.		

2. Partners and beneficiaries

We are committed to innovation and change that leads to excellence and greater impact, so we must develop our ability in the following areas:

1. Build strong partnerships with civil society in the South

Our development workers are embedded with our partners full-time and for the long term. But we must engage, listen and learn even more from our partners and others in the South who authentically represent poor and marginalised people. As we help people gain power over their own lives, we will be more responsive and collaborative, facilitating and deepening partnerships aimed at bringing lasting change.

2. Develop international and regional strategic alliances

In our drive for greater scale of impact we will form alliances with complementary organisations like think tanks, research bodies (South and North) and other international charities. This will enable us to work in new countries. We will bring to these alliances our expertise in capacity building of civil society, our specific policy knowledge, our understanding of faith and development and our track record of being on the ground in poor communities.

3. Ground communications and advocacy work in voices of the South

If poor and marginalised people are to successfully influence decisions affecting their lives, our work must increase the ability of their voices to be heard where it matters. Our analysis, theological reflection, campaigning and story-telling need to be even more firmly rooted in the experiences and insights of the communities where we work.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Progressio <i>Guide to Management</i> – Chapter 3.8 which focuses on partnership policy.	Guide updated and circulated.	Guide to management updated by London HQ yearly and new copies circulated to programmes. Interim updates circulated via our internal newsletter <i>The Informer</i> .
Programme country strategies, project plans and project budgets.	Work-plans agreed between partners, development workers and Progressio. Indicators which will demonstrate progress, milestones and eventual outcomes are then agreed and monitored through mechanisms such as our M&E framework, Regular Impact and Capacity Assessment (RICA), and through analysis of our six monthly development worker reports, as well as financial and budgetary monitoring and donor reporting.	Country strategies produced every five years and fleshed out in annual plans which are agreed through a participatory process. Projects proposed, developed and funded through the development of multi-year multi-development-worker project plans with accompanying budgets which are signed off at HQ when of a suitable quality. We are continually reviewing and improving the country strategy, project plan and project budget formats, to facilitate the development of high quality plans. These include a detailed outline of how the projects will be monitored and evaluated.
Partners & beneficiaries		
Partner involvement in developing project plans. Partner involvement in drafting placement descriptions. Partner involvement in development worker recruitment. Tripartite agreement between Progressio, partner and development worker. Funding agreements. Partner involvement in setting baselines and involvement of beneficiaries in evaluation. Capacity Assessment of Partners (CAP). Participation and Transparency Tool (PATT).	Project plan and placement description sign-off in London with quality control by managers. M&E – RICA framework provides comprehensive guidance on what is expected of each project and placement and how this builds up impact organisationally. Full CAP self-assessment conducted and documented and then used to inform plans.	Project and donor reporting according to donor reporting schedules. Development worker reports including full reporting against RICA carried out twice yearly. Partner satisfaction survey conducted annually using Keystone, an independent organisation. Areas of improvement highlighted to be taken forward in 2011. This information is available to our partners and beneficiaries on our website or on written request in line with our commitment to transparency.

3. International development programme quality

Acutely aware of the rapidly changing world in which we live and informed by our values and our vision, we will seek to be a catalyst for social transformation over the next five years and work to:

- Strengthen social movements, church groups, networks and civil society organisations that mobilise people to pursue their rights and participate in decisions that affect their lives
- Build on and develop our placing of development workers with partners and develop fresh ways to support partners, such as enabling leaders from poor communities to share expertise across countries and regions
- Form strategic alliances with faith-based organisations, other charities, academic institutions and international agencies so that we can better support poor communities, share expertise and increase our impact
- Build solidarity by ensuring that our work always links people's experiences in local communities with decision-making structures at all levels, and by connecting supporters in the North with the experience of people in the South

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Progressio <i>Guide to Management</i> – all chapters and annexes. This is our Programme management manual, built up as a result of many years of experience and innovation.	Guide updated regularly.	Guide to management updated yearly by London HQ staff and new versions circulated to country programmes.
Programme country strategies, project plans and project budgets.	Continual review and improvement of the country strategy, project plan and project budget formats, to facilitate the development of high quality plans. Plans include a detailed outline of how the projects will be monitored and evaluated. Country strategies have key performance indicators as a part of our Regular Impact and Capacity Assessment (RICA) framework which measure capacity, learning and improvement and resources.	Country strategies produced every five years and fleshed out in annual plans. Projects proposed, developed and funded through the development of multi-year multi-development-worker project plans with accompanying budgets which are signed off at HQ when of a suitable quality. These are evaluated once a year and updated where necessary.
RICA M&E system including Capacity Assessment of Partners and stories of impact.	RICA is Progressio's results management system. It has been recently revised and improved with RICA II rolled out across every country programme, with every partner and across our UK-based work (including advocacy and communications).	This is a major change initiative that is now resulting in clearer evidence of impact. Improvements will continue to be made, and skills/knowledge of the system will continue to be rolled out in the coming year, so that much more extensive evidence of impact is demonstrated in future – both qualitative and quantitative.
Development worker twice-yearly reports.	Development workers fulfil their placements as part of a wider project which has its own aims, objectives and activities which fit with the overall Progressio strategy. Reports delivered to a twice-yearly deadline.	Twice yearly development workers fill in a rigorous assessment format which includes measuring outputs against the RICA II framework indicators. This monitors the strengthening of capacity of partners.
Advocacy project plans.	Advocacy plans are developed in consultation with programmes, development workers and partners with agreed policy change objectives, indicators and milestones.	Plans are updated and adapted according to policy changes, to ensure that we are really giving voice to those most affected by the development problems we are analysing and to ensure that voice is heard internationally.
Development worker induction pack.	Development worker induction pack is a comprehensive guide for development workers on what they	The induction pack is updated once a year as a CD Rom and is being rolled out as a web tool that

	need to know about Progressio's organisational standards and policies. The pack also contains guidelines on what is expected from them and how they should implement the Monitoring and Evaluation tools developed by our RICA framework.	development workers will easily access remotely. Interim updates circulated via our internal newsletter for development workers, <i>Connexiones</i> .
Gender policy and gender manual.	Policy adherence and our project plan format ensure that programmes do not fail to assess gender issues and incorporate appropriate indicators for our goals and activities.	Progressio's Gender Group provides a forum for the driving forward of policy implementation.
Membership of advocacy networks such as UK Water network, Somaliland Focus (UK), Indonesia Forum, Zimbabwe Ecumenical Network, Zimbabwe Europe Network, Copenhagen Initiative for Central America, Haiti Solidarity, BOND Networks, etc.	Appropriate indicators capturing our goals in relation to membership of each network are included within advocacy project plans.	The advocacy we undertake, increasingly through Advocacy and Communications development workers placed in our country programmes, enhances the quality of our programme work because we are able to influence policy debates at an international level by drawing on legitimate voices of the poor through our local partners.
External references		
Progressio is part of the BVALG (British Volunteer Agencies Liaison Group) made up of volunteer sending agencies. Progressio also uses its membership of BOND for peer reflection at various levels and on a range of issues.	Joint project under the new International Citizen Service scheme recently agreed and developed by the BVALG agency group. Goals, aims and objectives for this worked out jointly.	Policy issues with regard to development worker placement discussed regularly, and shared goals discussed and developed as appropriate
Partners & beneficiaries		
Partner involvement in development of country strategy and project plans. Partner involvement in drafting placement descriptions. Partner involvement in development worker recruitment. Tripartite agreement between Progressio, partner and development worker. Funding agreements. Partner involvement in setting baselines and involvement of beneficiaries in evaluation. Partner involvement in selected Progressio advocacy campaigns.	Project plan and placement description sign-off in London with quality control by managers. M&E – RICA framework provides comprehensive guidance on what is expected of each project and placement and how this builds up impact organisationally	Project and donor reporting according to donor reporting schedules. Development worker reports including full reporting against RICA carried out twice yearly. Partner satisfaction survey conducted annually using Keystone, an independent monitoring organisation. This information is available to our partners and beneficiaries on our website or on written request in line with our commitment to transparency.

4. Compliance with in-country legal systems and ministry requirements

We enter into legal agreements with the governments in the countries where we have country offices and abide by their terms.

For local staff, contracts are formulated in line with local legislation.

Implementation mechanisms	Title of agreement	Process/activities/reporting
Country		
Zimbabwe	MOU with Ministry of Environment and Tourism. MOU with Ministry of Health.	Renewed MOUs in final stages of negotiation.
Yemen	Agreements with Ministry of Planning and International Cooperation, Ministry of Labour and Social Affairs, Ministry of Local Administration, Ministry of Public Health and Population and Ministry of Water and Environment.	Annual report prepared and submitted.
Timor-Leste	Registration Certificate with Ministry of Justice - 07/DNRN-MJ/IV/2009.	Annual report prepared and submitted.
Somaliland	Agreement with Ministry of Planning & Development (Certificate of Registration 7 th Feb 2009 – 6 th Jan 2011).	Annual narrative & financial report to the Ministry of Planning & Development.
Malawi	MOU with Ministry of Gender, Child and Community Development (with an endorsement of the same by the Ministry of Finance).	Annual narrative report to the NGO Board of the Government of Malawi.
Nicaragua	Agreement between the Nicaraguan Ministry of Foreign Affairs and CIIR (Progressio). Registration Agreement at the Ministry of Internal Affairs with perpetual number 2383 since November 2002. Renewed each year. Rectified and published in <i>La Gaceta</i> (official newspaper) number 89, 13/05/10 page 2586.	Renewed from 24/11/05. Valid up to 23/11/10. Since 2008 to be renewed each year. The Ministry of Internal Affairs release a "Constancia" each year, verifying that CIIR (Progressio) has complied with requirements and is allowed to operate in the country for the current fiscal year.
Honduras	Bilateral agreement between the Honduras and British government in regard to technical development cooperation. The agreement was signed in 1971 and is still in force. "Acuerdo entre el Gobierno de la República de Honduras y el Gobierno del Reino Unido de Gran Bretaña e Irlanda del Norte sobre Cooperación Técnica".	Letter of the British Embassy in Guatemala updating our legal status with every new Honduran Government. No reporting requirements.
El Salvador	Registration Agreement No. 237 - 17 April 1997 of Ministry of Interior.	Audited Financial Statements of FY January-December must be submitted before end of February each year.
Haiti	Progressio not yet legally registered with the government.	We operate through partners and other international agencies like MLAL.
Dominican Republic	CIIR (Progressio) has a legal agreement with the Dominican Government approved by the National Congress. The relationship (visas for development workers, tax exonerations, etc) is processed by the Ministry of Foreign Affairs.	The agreement is renewed every year automatically.
Peru	Registered in the Registro de ENIEX de la Agencia Peruana de Cooperación Internacional – APCI (Foreign Affairs Ministry).	Has to be renewed every two years. We have to send a report before February every two years.

5. Stewardship, governance and finance

To ensure full compliance, Board members have terms of reference, role descriptions and a handbook of a range of policies that they adhere to.

We seek to develop a broader funding base and enable organisational growth through increasing income over the coming years.

We will ensure that we target our resources on priority areas in order to effectively implement this strategy. We will continue to pursue value for money. We will minimise our carbon footprint.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Progressio Trust Deed	Submit annual return and accounts yearly.	Compliance with Charity Commission.
Progressio Private Company Deed	Certificate of Incorporation. Annual return and accounts submitted to Companies House.	Compliance with Companies House.
Progressio Board of Trustees	We have ten trustees, demonstrating a good balance with regard to race and gender, and technical capacities and areas of expertise. Written policies and processes are followed with reviews at meetings.	Handbook, M&A and standing orders are followed; meetings quorate and regular; annual awayday.
Progressio Finance and Audit Committee	The purpose of the Committee is to safeguard, in conjunction with the Board and management, the financial well-being of Progressio.	Meets quarterly, following clear terms of reference and reports to the Board of Trustees on financial and audit matters.
Other sub-committees	All sub-committees have clear Terms of Reference and agreed mandates.	Follow TOR and report to the full Board on a regular basis.
Financial Guidelines	Progressio has sound systems of internal financial management and control and documented financial procedures in place.	Revised and updated regularly.
Internal Audit	Regular internal audits and spot checks are undertaken.	Undertaken on a rolling programme.
External Audit	Regular external audits are undertaken by our appointed auditors.	Report is produced and recommendations followed up.
Programmes Systems Checklists	Comprehensive checklist of all procedures, staff management, documentation and inventory of country offices. Updated every 2 years by country office staff.	Fully updated at least every 2 years and checked by London HQ management on programme visits.
Annual Budgeting	All plans and budgets are approved by the Board of Trustees prior to the beginning of the financial year.	Approval by the March board meeting.
Quarterly Budget Monitoring	Undertaken at a programme and financial level.	Reviewed at the Finance and Audit Committee, a sub-committee of the Board, on a quarterly basis.
Annual Financial Statement and Trustees Statement	Independent audited accounts produced annually together with the annual Trustees' Report.	Agreed by the Board of Trustees and adopted at the AGM by the members.
Environmental Group	Internal group that aims to reduce Progressio's carbon emissions.	Collects data, compares emissions, and sets annual targets.
Health and Safety Committee	Ensures that Progressio complies with Health and Safety legislation.	Monitor the systems in place and report to the Board on an annual basis.
Fundraising Strategy	Funding targets set annually and appropriate strategies developed for grant funding, direct mail and major donors	Relevant bids, direct mail, major donors and other appeals developed based on project plans and the fundraising strategy and submitted to potential donors.
Major Donor, Trust Fund and Individual Giving strategy summaries	We constantly raise development awareness and seek to generate donations from a range of audiences including groups, trusts and wealthy individuals.	We organise conferences, seminars, gatherings for major donors, and carry out direct mail appeals and website promotions.

External references		
<p>Charity Commission Rules, SORP (the Statement of Recommended Practice). Membership of the Fundraising Standards Board and signed up to the Institute of Fundraising Code of Practice on Transparency and Accountability. External audit reports.</p>	<p>Compliant accounts produced annually Compliance with the FRSB code of practice. This commits us to self-certifying that we comply with standard practice for major donor fundraising and fundraising through electronic media.</p>	<p>The audited accounts comply with accounting policies detailed in SORP.</p>
Partners & beneficiaries		
<p>We expect our partners, where they are in receipt of funds granted by Progressio, to manage them responsibly appropriately and to produce reports on time.</p>	<p>Timely and accurately presented reports with full documentation, including contracts where required.</p>	<p>Our country programme based accountants are often involved in building capacities with partner organisations on this locally.</p>

6. Members, supporters and donors

Our work will be enhanced by a significant, well-informed supporter base. More people will support Progressio through campaigning, mobilising others and donating time and money. We will expand our reach within Catholic networks as well as others in the North who share our values.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Website	Redesigned and relaunched in 2010 and now needs to be further developed.	Updated daily and blogging sections invite comments, feedback and 'soft engagement' through joining an 'online community'.
Media strategy	We have a media strategy as a part of our overall People Powered Development strategy.	Through Catholic media channels we engage with our supporters and the wider Catholic community in England and Wales.
Visual guidelines	We have a policy on the use of photos and other images in Progressio publications.	We make all staff aware of our editorial guidelines ensuring that we communicate respectful images and words concerning poor and marginalised people.
Ethical fundraising guidelines	We have ethical fundraising guidelines which have been recently updated.	We comply with the best practice standards and are members of the Institute of Fundraising.
Partner speaking tours	We will make opportunities on a regular basis for members to meet Progressio partners visiting the UK through speaking tours and other events.	In genuinely respecting and wishing to project the voices and experiences of people from developing countries, where possible we let our supporters hear first-hand from people from the global South.
Local Hero scheme	We will continue to link our development workers with supporter groups such as the one in Penarth and encourage groups and individuals to adopt particular projects for special fundraising.	We liaise with these groups on request and, for example, at specific moments when they meet to fundraise and focus on issues of poverty.
Annual General Meeting	We will invite high profile speakers and journalists to make the maximum impact in terms of news and publicity.	Voting members are able to help determine the future direction of the organisation and make-up of the Board of Trustees through the AGM, which is widely publicised.
Campaign strategy	We regularly engage our supporters and campaigners in order to maximise the impact of our advocacy and lobbying efforts. We aim to increase the number of people taking our campaign actions.	We use public photo exhibitions, postcard campaigns and letter-writing to mobilise the greatest number of supporters.
Church outreach strategy	We regularly visit churches and Justice & Peace, youth and school groups, in order to equip and engage individuals to amplify the voice of poor people with whom we partner.	Workshops, presentations, slide-shows, talks from visiting development workers, exhibitions and stalls at events, and resources for individual and group use.

7. Safeguarding and protection

Safeguard and protect our staff and development workers through a range of policies and benefits.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Code of Conduct and Disciplinary Rules	Given to staff at appointment.	Policy publicised and reviewed regularly.
Grievance Procedure	Procedure signed off and made available.	Policy publicised and reviewed regularly.
Preventing Bullying and Harassment at Work Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.
HIV and AIDS Workplace Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.
Vulnerable Adults Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.
Child Protection Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.
Gender Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.
Insurance for staff	Available to staff and copies given prior to travel overseas.	Renewed annually.
Death in Service Benefit for UK staff	Information supplied to staff upon appointment.	Available to all UK staff, policy renewed annually.
Human Resources Forum	Set up and run by identified staff.	Single port of call for HR queries.
Placement Terms and Conditions for development workers	Given to development workers upon appointment.	Terms and conditions reviewed and updated regularly.
Development worker complaints procedure regarding placement/treatment	Contained within the development worker terms and conditions and issued on appointment.	Formats given to development workers upon appointment to post.
Country Programme Security Procedures (Security Manual)	Provided as part of induction of development workers.	Updated annually.
Accident and Emergency insurance cover for development workers	Policies administered by Finance and Administration in London and best value policy sought each year.	Renewed annually.
Whistle-Blowing Policy	Policy signed off and made available.	Policy publicised and reviewed regularly.

8. Staff and development workers

Value and develop our staff and development workers.

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Terms and Conditions for UK Staff	Provided for all new staff and updated Terms and Conditions supplied to existing staff.	Regularly reviewed and agreement reached between staff and union.
Equal Opportunities and Diversity Policy	Policy signed off and made available to staff.	Policy publicised and reviewed regularly.
Performance Development and Review Process	Process documentation signed off and made available.	On-going support and supervision, six month review and full annual review meeting. Annual setting and monitoring of personal objectives. Training needs agreed and appropriate training undertaken.
Annual training budget	Progressio aims to provide a modest training allowance annually for staff to upgrade skills and grow in their work.	Training agreed with line-managers and taken when convenient/available.
Volunteer Policy	Policy agreed and signed off.	Policy publicised and reviewed regularly.
Guide to Programme Management	Kept centrally and updated twice yearly.	Updated twice a year and circulated on disc to programmes.
Development Worker Induction pack	Kept centrally and updated once a year.	Reviewed and updated regularly and circulated on disc to programmes.
Tripartite agreement between partner, development worker and Progressio	Agreement drafted and signed in the first few weeks of a DW starting with a partner organisation.	Agreement instated within the probationary period of the development worker with collaboration of the partner(s).
External references		
Comhlamh Sending Organisation Code of Practice (with our sister organisation Progressio Ireland). We are investigating signing up to the 'People in Aid' Code of Good Practice, 2003.	Compliance with standards relating to accountability in personal sending.	Monitor practices to ensure compliance with standards.
Partners & beneficiaries		
Tripartite agreement between partner, development worker and Progressio	Agreement drafted and signed in the first few weeks of a DW starting with a partner organisation.	Agreement instated within the probationary period of the development worker with collaboration of the partner(s).
Partner complaints procedure regarding the activities of a development worker	Included as part of our Guide to Programme Management.	Complaints received and dealt with in first instance by Country Representative, but with appropriate reference to Regional managers as required.

9. Learning and sharing

Implementation mechanisms	Targets and indicators	Process/activities
Internal references		
Capacity Assessment of Progressio	Implemented in June 2010. Provides benchmark for future assessments.	Gap in HR provision identified and internal Human Resources Forum created.
Organisational learning assessment	Updated in 2008 and weak areas highlighted.	Follow up activities on weak areas developed and executed.
Evaluations conducted of Progressio projects – both internal and external	Generally conducted at both the mid-term and at end of project.	We will monitor all project plans via RICA in terms of impact and beneficiary numbers and will provide evidence of change in the quality of life of our beneficiaries.
Development workers will work in thematic commissions regionally to exchange best practise and innovation.	We will identify at least three best practices to share both within regions as well as across regions.	We will support development workers/partners to visit other projects/programmes to acquire new knowledge and skills and to use and adapt them for their own purposes in their work. This may involve arranging inter-country or cross-regional visits – which will need to be budgeted for.
Case studies	We aim to identify at least 10 case studies per year.	Country representatives will suggest which development worker reports can provide case studies which can meet our communications objectives and be featured on Progressio's and DFID's websites. Case studies are based on the Stories of Impact gather by development workers, where our beneficiaries voice their views about the work we do.
Lunchtime talks	Aim to hold one per month.	This will involve staff members who have travelled abroad – they can share their experiences with other staff.
External references		
Membership of BOND fora	Attendance at regular meetings and input to discussions and occasional joint papers and statements.	Sharing with a range of British INGOs on programme, policy and advocacy issues.
Partners & beneficiaries		
We take time to reflect with partners on project progress at regular intervals during the project life-span, reviewing log frames, reporting to donors, etc.	Conducted by in-country staff and development workers at regular intervals.	