

act:onaid



People4Change
Capacity Development by People

Inspire
Advice
Empower

What is the People4Change Programme?



What are the benefits of the People4Change Programme for Partners and LRPs?



How come we are not employing locally?



What countries does the People4Change programme operate in?

People4Change interventions empower and build the capacity of key individuals and key units to increase organizational effectiveness

The People4Change Programme

People4Change is one of several capacity development initiatives used in ActionAid International to support the implementation of the overall strategy, "People's Action to End Poverty". It is based on the conviction that the synergy of international solidarity, understanding and knowledge that emerges when people from different parts of the world meet, learn and work together, increases skills and commitment among the involved individuals and civil societies. This empowers them to become active agents of change.

The People4Change approach lies in **making external professional expertise available** to ActionAid units and partner organizations. The fact that People4Change placements are cross national challenges existing practices and methods and encourages innovative thinking and critical reflection. This leads to the development of new approaches and new knowledge. Through process oriented facilitation and shared learning, People4Change interventions **empower and build the capacity of key individuals and key units** to increase organizational effectiveness. Ultimately, People4Change is a means to attain the overall objectives and key change promises in the ActionAid International Strategy and now operates in 17 countries.

People4Change operates with three kinds of capacity development interventions:

- Highly specialized, theoretically and practically experienced **Advisors**, who work on a short or long term basis and are paid a formal salary.
- Highly practically experienced **Inspirators**, who work on a short term basis as volunteers.
- Further, to build on solidarity and understanding, People4Change also offers **Global Contacts** in the form of a volunteer programme



Who and what can be supported

People4Change offers a unique opportunity for partners as well as ActionAid (AA) units and programmes to receive **tailor-made people-centred process-oriented capacity development** support. People4Change provides capacity development support for:

- a) Achievement of thematic/key change promise related programme outputs.
- b) Strengthening the functional areas supporting the achievement of key change promises.

The essential part of all People4Change placements, is that they have to focus on capacity development and support in order to ensure **sustainability and replication of activities**. They are not be used for staff replacement or for managing programs or projects. People4Change placements may support ActionAid units and programmes, but all placements must have a **strong link to civil society organizations** who partners with AA.

Inspirators

Inspirators can be placed to provide both thematic and functional support to partners, as long as the partner initiatives are rights-based, and related to key change promises. They cannot be service-delivery oriented.

Advisors

Advisors are primarily placed to support the thematic/key change promise related programming, but Advisors can also support functional areas such as monitoring and evaluation or organizational effectiveness, as long as there remains a strong connection to programming.

Global Contact

Global Contact is a volunteer program that gives Danish youth (18-26 yrs) and adults (30+) the opportunity to do volunteering work with partner organizations in Uganda in order to enhance their knowledge about living conditions in this part of the world. The volunteers take part in projects for a period of 1 to 4 months. This can be at a local school, hospital, youth centre, environmental project, organisation or creative skills projects, all according to local needs and the abilities and education of the volunteer. Volunteers live with local host families.

The People4Change categories

Advisors

Advisors are highly experienced and specialized professionals, with an **extensive post-graduate work experience**. They are placed to support **broad, strategic and long-term programme** focus on outputs and are thus primarily placed at the national AA office to support several partner organizations or with a large strategic partner organization. Placements are from 6 months to 2 years, with a possibility of extension for up to a total of 5 years. All Advisors are internationally recruited.

It is essential that the Advisor brings an **external perspective to a programme and promotes shared learning, innovative thinking and critical reflection**. The Advisor can be a coach or a mentor to key individuals and may also develop specific concept papers or programme drafts. However, the Advisor may never take on the role as regular implementation staff, manager or coordinator. Key individuals and units must be able to replicate the activities carried out and build essential skills to take the process forward.

Inspirators

Inspirators are **experienced development practitioners**, who have significant practical work experience in one or several subject areas. Inspirators are usually placed with a partner organization in order to provide capacity development for **one specific programme activity and/or output**. Therefore, an Inspirator placement is characterized by focus on a few, short term, specific, concrete and interlinked activities.

Inspirators can be placed in two terms of 3 to 9 months each. Each term must have a separate Terms of Reference. It is essential that the Inspirator can bring an **external perspective to a given programme, and thereby promote shared learning, innovative thinking and critical reflection**. The Inspirator can play multiple roles within the partner organization; however any placement must involve a high degree of knowledge sharing and capacity development of the partner organization and key individuals. This makes placements sustainable and the activities replicable. Inspirators may not act as staff substitutes or as managers.

Global contact (volunteers)

The volunteers are **committed young people** with little practical and professional skills. Some are high school graduates with some work experience while a few have a diploma or have training in a particular field like nursing, accounting and Information Technology. Common for them is their commitment to **contribute to the development of local communities** and host organizations. The overall aim of the volunteer programme is for the intercultural meeting to **create an expansion and exchange of consciousness and awareness**, which will create dialogue and break down the prejudice between different cultures.



The recruitment process

Advisors

The overall objective of the recruitment process is to secure that the most qualified Advisors are selected for a specific post. Another important objective is to **foster and secure ownership in the selection process among the involved parties**. It is crucial that the partner organizations and collaborators requesting an Advisor take active part in formulating the job description.

An Advisor job description may be circulated back and forth between the recruiting office and the People4Change team several times for mutual feedback and comments, until it is finally approved by the People4Change team.

Once the job description has been approved, the recruiting AA office agrees on a recruitment plan together with the People4Change team. Thereafter, a recruitment team is identified include a representative from People4Change, the National ActionAid office and a partner representative.

Inspirators

Inspirators are recruited through an online database called the Inspirator Roster. All interested candidates apply online and go through a thorough screening procedure to ensure that only the most qualified candidates are validated as potential Inspirator candidates.

It is crucial that the partner organizations and collaborators requesting an Inspirator **take active part in formulating the terms of reference** (including job description). Once the terms of reference has been approved by People4Change, the team will do a search and match and provide up to 8 relevant anonymous CVs for initial assessment by the recruiting partner organization. The partner organization will select up to 3 candidates, those candidates will be provided with the terms of reference, and the AA office and Partner organization will carry out a phone interview with each candidate which is a joint responsibility to assess, which candidate is most suitable for the placement.

Global Contact

This is the leading volunteer programme in Denmark. For one month the volunteers receive an education at a Global platform in a developing country in globalization, developing problems, history and culture. Afterwards they live 3-4 months together with a local family and participate in the work of a local NGO.

How to make a request for capacity building support through People4Change

Inspirators and Advisors

Inspirators and Advisors can be requested as a part of **annual national planning** processes or as **ad hoc placements**. After an initial budget approval, the process revolving around the specific placements will begin. The steps are:

- a) The placement of Advisors and Inspirators requires a **thorough preparation process** in order to ensure that placements are relevant and effective. If not already completed, a **needs assessment and a People4Change specific needs assessment** should be made for each placement and a Terms of Reference (ToR)/Job description will thereafter be formulated.



The Specific People4Change Needs Assessment (2)

This must be worked on in collaboration with the partner organization(s) prior to any People4Change placement. It will provide indication of the capacity development needs within the partner organization. They may be related to specific challenges in relation to program activities or to the function of the organization (such as communication, planning or documentation).

Global Contact

Organizations wishing to host a volunteer should draw up Terms of Reference that include **specific tasks, contact person and the conditions** under which the volunteer works. Organizations should preferably identify a host family for the volunteer, guide and monitor the volunteer on a regular basis.

Monitoring and Evaluation during placements

Advisors and Inspirators

The overall purpose to monitor and evaluate the Advisor and Inspirator placements is to **assess the value of the added resources against defined capacity development outputs and objectives** and to **measure the effect and efficiency** of the Advisor and Inspirator placements. The monitoring process and tools follows the basic principles of the Accountability Learning and Planning System of AAI (see figure below).

Global Contact

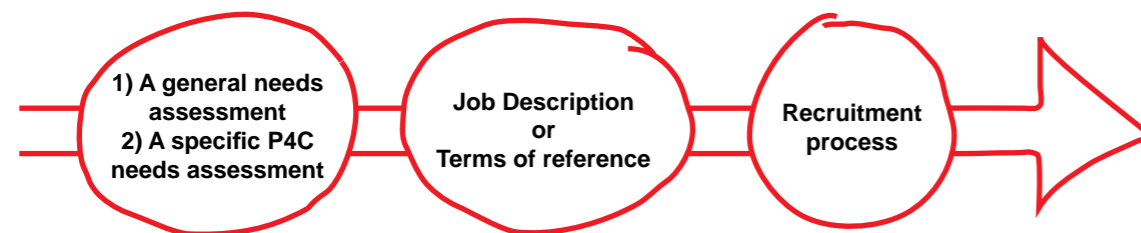
Monitoring and evaluation visits will be made to the host organization. Volunteers are required to write stories of change and submit and an end of placement evaluation prior to their departure from Uganda. This process is different to the one of Advisors and Inspirators.



b) **The ToR/Job Description** should be forwarded to the People4Change team for initial assessments and comments, and a final approval.

c) The People4Change team will support the **recruitment process** that follows. It is the responsibility of the recruiting AA Office and/or partner organization to select the final candidate. People4Change will only play a facilitating role.

Further, it is necessary that the partner organization **realizes and prepares for the period of placement of an Advisor or Inspirator**; meaning appropriate time allocation, engagement and preparations (some in form of budget allocation for activities within programme plans) and support in mobilization of those to receive the capacity building. Your nearest ActionAid office will support and guide you through expectations and commitments.



The General Needs Assessment (1)

This may take place during the partnership preparation and planning, during monitoring visits or mid-term evaluations, or may also arise as an ad hoc need. The needs assessment should help to determine availability, non-availability and adequacy of essential capacities needed to achieve the organization's mission.

Clarification of ToR/job descriptions and work plan

Once employed and placed, the ToR/Job description needs to be reviewed for further clarification. This will work as the **baseline against which capacity development outputs can be measured**. In cooperation with the partner organization a detailed and realistic work plan will be developed.

Progress reports and joint assessment reports

Both Advisors and Inspirators are obligated to write a progress report (Advisors every 6 month and Inspirators every 3 month). The report is an **assessment of the progress achieved** so far and an assessment as to **how to plan the work ahead**. The partner organization and the AA office will assess the report and add comments (if any). It is strongly recommended that the joint assessment report is written based on a face-to-face meeting with a participatory reflection process.

Final report

Final reports are written in the same reporting templates as the progress reports, only a "best practice" story must be included this time.

All countries that receive People4Change must submit an annual summary report on the capacity development achievements of the Advisors and Inspirators. This is part of the countries' accountability to AA Denmark and will be used for the AA Denmark annual donor reporting.

Please contact your nearest ActionAid office for further information. Looking forward to hearing from you.

Brief background of the People4Change programme in Uganda

In November 2008 the MS ActionAid Denmark Board developed a new strategy for a people centred approach to fulfil the organization's vision of a World in peace and global equity. The strategy is called People for Change (P4C).

This strategy introduced the following categories: Global Citizen Volunteers, Inspirators (Development Practitioners) and Advisors (Development Professionals). The Inspirator category was a new concept and therefore MS ActionAid Denmark decided to implement a pilot scheme in collaboration with MS-Kenya and MS-Uganda (continued by ActionAid Uganda) to gain experience before the category was introduced to other countries. The Pilot scheme was initiated in May 2009 and the first Inspirators (5 in each country) were posted late October 2009.

The programme has since grown and in 2013, ActionAid Uganda alone contracted 12 Inspirators and 5 Advisors and approximately 100 volunteers were placed, where around 30 per cent were placed with our partner organizations. They have all successfully been supporting capacity building initiatives that are closely aligned with our Country Strategy Paper IV (CSPIV) and AA International Key Change Promises.

As of 2014, People4Change operates in the following countries: Bangladesh, Egypt, The Gambia, Honduras, Kenya, Liberia, Mozambique, Myanmar, Nepal, Nicaragua, Pakistan, Palestine, Sierra Leone, Tanzania, Uganda, Zambia and Zimbabwe

...We build long-term partnerships with community-based organisations and social movements...

Inspirators offers thematic and functional support

Embracing Rights! Improving Lives!

ActionAid Uganda Mission Priorities:

- Women's Rights and Gender Equality
- Sustainable Livelihoods
- Participatory Democracy and Governance

Global Contacts supports international solidarity, understanding and knowledge

...We build and strengthen solidarity by connecting and organizing people committed to a common cause...

People4Change interventions empower and build the capacity of key individuals and key units to increase organizational effectiveness

Our VISION is "a world without poverty and injustice in which every person enjoys their right to a life of dignity."
Our MISSION is "to work with poor and excluded people to eradicate poverty and injustice."

Advisors support the thematic/key change promise related programming

ActionAid is an international anti-poverty agency working in over 40 countries, taking sides with poor people to end poverty and injustice together.



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