

Annex: organisational timeline and summary

Leaders and landmarks, titles and trends: a snapshot account of the organisation’s evolution and life

<p>BARBARA WARD</p> <p>Sword of the Spirit General secretary (1940-1945)</p> <p>1940 Sword of the Spirit formed as Catholic-led movement to oppose Hitler’s rejection of “kinship and love”</p>	<p>Fighting fascism and working for peace based on the rights of all</p> <p>Barbara Ward founded the Sword of the Spirit ‘movement’ with other Catholic intellectuals, inspired by a wartime broadcast by Cardinal Arthur Hinsley, Archbishop of Westminster, on overcoming Nazi oppression and tackling the political issues raised by the war with Germany. A charismatic public speaker and prolific media commentator, she led its efforts to mobilise British Catholics against fascism and unite British citizens in “a campaign of prayer, study and action” for the natural rights upheld by Christianity, both in response to the war and in future peace.</p> <p>Her joint leadership of the Sword with ‘Rudolph’ Beales saw the organisation actively promote ecumenical cooperation with other churches on the terms of peace and the challenges of post-war social justice, despite Catholic Church tensions over the role and status of non-Catholics in the organisation.</p> <p>Ward, an economist, later helped to define and establish the concept of ‘sustainable development’ as founder of the International Institute for Environment and Development (IIED) in 1971 and influenced the emerging work of the Sword and CIIR on international affairs and development.</p>
<p>RUDOLPH BEALES</p> <p>Sword of the Spirit General secretary (1940-1947)</p> <p>1944 Concerns on terms of post-war settlement lead the Sword to work on human rights in Central and Eastern Europe.</p>	<p>Beales, a lecturer and later professor of education at King’s College, London, brought complementary skills as an organiser to the Sword’s work as joint general secretary with Barbara Ward, before solely occupying the post on her departure at the end of the Second World War.</p> <p>Beales edited the movement’s journal, <i>The Sword</i>, and provided Sword speakers for BBC broadcasts. His work for the organisation also inspired his authorship of the acclaimed <i>Catholic Church and the International World Order</i> published by Penguin in 1941. As the Sword’s attention later shifted from the UK’s response to fascism to the consequences of the post-war settlement, it led campaigns for food aid, human rights and religious freedom in communist Central and Eastern Europe.</p> <p>Beales’ wife, Freda, continued to play a vital role as the Sword’s administrative secretary after his resignation, devoting more and more time to the Sword’s increasing involvement in international affairs. This included collaboration with the United Nations Association (UNA) in response to the UN’s 1948 adoption of the Universal Declaration of Human Rights.</p>

MARGARET FEENY

Sword of the Spirit
Organising secretary

Strapline: "For the promotion of international relations"

Catholic Institute for International Relations (CIIR)

General secretary
(1947-1967)

1950

Sword is reshaped to raise Catholic and wider UK public awareness of the Church's role in the world

1957

Papal encyclical on Africa

1962

CAFOD and Africa Centre established

Vatican Council II starts on the Catholic Church's relations with the world

Catholic Overseas Appointments bureau set up to support overseas volunteering

1965

Sword renamed CIIR

CIIR joins secular British Volunteer Programme

Taking an international turn: from Europe's future to the developing world

Margaret Feeny, while continuing the Sword's work for post-war reconstruction in the UK and Europe based on social justice and human rights, further expanded the Sword's involvement and reputation on international affairs in the 1950s. This included work on peace and nuclear disarmament in collaboration with Pax Christi as well as growing involvement on Africa, which was further stimulated by a 1957 papal encyclical on the region.

Following a highly successful 1961 campaign of lectures on the future of Europe, including on the UK's membership of the Common Market, Feeny put the organisation firmly on its long-term future path in the early 1960s. The Sword joined a UN freedom from hunger campaign and made the UK's responsibilities to developing countries the main focus of its work.

The momentum generated by the Sword encouraged the Catholic Church to create CAFOD in 1962 and the Sword mobilised supporters to raise funds through Family Fast Days to consolidate the new aid agency.

Feeny also nurtured Sword committees on Africa and Latin America (the former leading to 1962 establishment of the Africa Centre) and – in a crucial development – the launch of a Catholic overseas volunteer programme. The Sword went on to take part in official consultations on creating the multi-agency British Volunteer Programme (BVP) and joined the consortium in 1965. As a result, the organisation became a beneficiary of ongoing official UK funding for its secular volunteering, initially mainly in Africa and Central America. Its approach, centred on meeting needs identified by country partners and solidarity with locally driven pursuit of self-reliance and empowerment, was both distinctive and radical at the time.

By now, the trajectory forged under Feeny's leadership had led the Sword, using the strapline it had adopted in 1961, to change its name to the Catholic Institute for International Relations (CIIR) at the start of June 1965.

MILDRED NEVILE

CIIR

General secretary
(1967-1985)

1967

CIIR publishes popular version of papal encyclical on development, *Populorum Progressio*

CIIR's independence from official Catholic Church reaffirmed

1968

Church in Latin America advocates 'preferential option for the poor'

Blossoming as CIIR

Mildred Nevile, building on the foundations she too had helped to lay as a staff member from 1958, oversaw the blossoming of the organisation's work in its new incarnation as CIIR. Her contribution shaped the organisation for almost the rest of its life until her death in 2012. She was a source of inspiration and guidance both during and beyond her time as general secretary.

Nevile immediately set up an Education Committee and expanded CIIR's education work beyond schools. This paved the way for the eventual emergence of an education department carrying out what later came to be known in development NGO circles as 'advocacy'. Under her leadership, CIIR's education work enjoyed a golden age in the 1970s and 1980s, targeting decision-makers at a time when UK development agencies largely did not do policy work but supported and invested in CIIR's.

1969

CIIR recruits on-the-ground coordinator to assess and support volunteer projects in Central America, including Honduras and Nicaragua

1971

CIIR launches flagship *Comment* series

1972

CIIR steps up speaker visits, observer missions, publishing and lobbying on oppressive minority rule in Rhodesia

CIIR helps to create Christian Concern for Southern Africa targeting investors

1973

Military coup in Chile prompts 15 years' work on Pinochet regime's repressive rule and free-market economic model

CIIR opens volunteer programme in Yemen focusing on maternal and child health

CIIR opens volunteer programme in Ecuador with work on primary health, popular education, rural development and indigenous rights

1974

Prophetic Barbara Ward AGM address on need for a just economy respecting planet's environmental limits

1975

Small is Beautiful author Fritz Schumacher is AGM speaker

1976

CIIR begins 25 years of support for East Timor against Indonesia's repressive occupation

CIIR starts volunteer programme in Peru, with work on urban poverty, health promotion and strengthening Amazonian indigenous organisations

After work on UK 'race relations' in the 1960s amid political rhetoric, public tensions and racism over immigration, solidarity with partners struggling for national liberation, political change and social justice in Southern Africa, Latin America and then East and South-East Asia became the dominant focus of CIIR's education programme. One of the most politically significant instances of impact in CIIR's early years was media-covered denunciation of the 1973 Wiriyamu massacre in Mozambique, which caused diplomatic embarrassment to Portugal's president during a UK state visit and helped to hasten the demise of Lisbon's authoritarian regime and colonial rule in Africa.

Advocacy is born: a golden age for CIIR's 'education' programme

A dynamic publishing programme, including the flagship *Comment* pamphlet series launched in 1971 and continued thereafter, exposed UK readers and media to an array of 'Third World' views and issues, complementing the organisation of conferences and partner tours. CIIR AGMs became a highlight for the UK's international development community as leading speakers from partners in the developing world engaged audiences on people's struggles against poverty and injustice and the Christian response.

The challenges faced by partners included apartheid in South Africa, the continuing rise of military dictatorships in South America in the 1970s, US intervention to back repressive regimes in El Salvador and Guatemala and violently destabilise Nicaragua's post-1979 revolutionary government, and the brutal consequences of Indonesia's 1975 annexation of East Timor thwarting its decolonisation process from Portugal.

Siding with justice, upholding independence

CIIR skilfully adopted a position of non-neutrality in supporting the struggles of the poor and oppressed for justice – 'Taking Sides' became a theme in advocacy – while remaining impartial, independent and respected in its relations with solidarity and political movements. Its reputation for independent critical thought and its preparedness to engage with forces of varying ideological persuasion put the organisation in a strong position to work with the media and engage in a constructive and challenging way with representatives from all political parties in the UK.

Similarly, its pluralistic identity – rooted in Catholic Social Teaching yet independent of the official Catholic Church and committed to working with people of all faiths and none – equipped it well to work with others as a contributor and convenor. It helped spawn new initiatives and organisations such as the inter-denominational Christian Concern for Southern Africa on the ethics of investment and the Latin America Bureau, a secular publisher on struggles for social justice in the region.

CIIR also set up a development policy desk in 1978. It analysed an array of global development issues, including the European Community's aid-and-trade cooperation with its former colonies, as enshrined in the Lomé Convention with the African, Caribbean and Pacific group of countries. Lomé became an important work area and led to CIIR's growing involvement in shaping NGO networking to target EC institutions and influence the UK's role in what would later become the EU.

1977

CIIR helps create Latin America Bureau to raise awareness of struggles for change in the region

1978

CIIR creates desk on global development issues, including Europe's role

1979

CIIR papers target the Lancaster House talks, capping long work critiquing Rhodesia's 'internal settlement' and research on Rhodesia-Zimbabwe challenges

CIIR steps up volunteer recruitment to support post-war development after Nicaragua's 1979 Sandinista revolution

1980

Volunteer programme opened in independent Zimbabwe with work on education, disability and community-based rehabilitation

CIIR makes apartheid in South Africa, its regional impacts and occupation of Namibia a key 1980s focus of advocacy

Murder of Archbishop Oscar Romero spurs CIIR advocacy for human rights, justice and peace in El Salvador amid civil war

1981

Asia policy desk set up

1982

CIIR steps up advocacy on US destabilisation of Nicaragua and mass repression in Guatemala

1983

CIIR visits Zimbabwe and disseminates church partner statements on human rights atrocities in Matabeleland

1984

CIIR opens volunteer programme in Somalia

CIIR helps found Hong

CIIR overseas: the growing role of its 'volunteer' programme

Under Nevile's watch, CIIR's high-profile advocacy was paralleled by the quietly steady, yet no less institutionally significant, growth and impact of the organisation's secular overseas volunteering. New programmes were set up in the 1970s in Yemen, Peru and Ecuador, and then in Zimbabwe on its 1980 independence as well as Somalia in 1984.

The Zimbabwe programme, as would often be the case in later opening other country programmes elsewhere, was the logical extension of CIIR's long advocacy work on the country and the trust it had engendered among local social justice actors. CIIR had supported church partners challenging minority rule and abuses in Rhodesia since the 1960s and contributed influentially to the 1979 Lancaster House talks eventually enabling transition.

Strengthening on-the-ground support, exchange and learning with partners

Expansion saw CIIR recruit on-the-ground volunteer coordinators (later becoming country representatives with full programme management duties), an innovation that further strengthened CIIR's approach involving daily accompaniment of partners and two-way exchange of expertise, knowledge and learning. The setting up of country offices bolstered partner relations and support, and CIIR professionalised its strategies and systems for programme development and management, including volunteer recruitment, selection and induction, in the 1980s.

The closeness of in-country staff to struggles for development based on social justice was a source of radical inspiration and bolstered the ideological outlook of the organisation and its commitment to change against the odds. CIIR showed determination to retain its presence on the ground amid conflict. This was the case in Nicaragua facing counter-revolutionary violence and in Peru where CIIR continued working with partners when other agencies left the country amid the threats of terrorist insurgency and government hostility towards the work of development and human rights groups.

Growing programme experience, meanwhile, saw CIIR step up publishing on its on-the-ground work, as marked by briefings and books on breast-milk substitutes and maternal and child health in Yemen, access to safe water in Nicaragua, and the challenge of disability and rehabilitation inherited from Zimbabwe's struggle for independence.

Kong Link as channel for pro-democracy voices to be heard in plans for UK's 1997 handover to China

1985

CIIR promotes Kairos document of South African theologians advocating ecumenical action against apartheid, publishing an edition in its *Third World Theology* series

Timor Link newsletter launched, running to 2002

IAN LINDEN

CIIR

General secretary (1986-2001)

Straplines:

"For Justice and Development"

"Action for Change in the Third World"

"Changing Minds, Changing Lives"

1986

Advocacy begins on South Korea's struggle for democracy and labour rights and the challenges of Korean reunification

CIIR increases work on peace, democracy, human rights and land in the Philippines on fall of the Marcos regime

1987

CIIR books give fairer account of Nicaragua's human rights record and examine violations in the Philippines associated with European business

1988

CIIR conference on death squads and development with Philippines, Central America and Southern Africa partners

1989

CIIR continues work on land and rural repression, democratisation and inequality in Brazil as the 1989 presidential election restores civilian rule

Struggling for justice and adjusting to the legacy of the Cold War

Ian Linden's tenure saw CIIR's education programme sustain its solidarity with partner struggles for 'development justice' in Central America, Southern Africa, the Philippines and East Timor amid the embers of Cold War geo-political rivalry and its distorting local impacts, but also reorient the focus of this work. Political transitions from authoritarian regimes were taking imminent shape and posing new challenges in a changed global climate.

Events and books on the West's 1990-91 Gulf War with Iraq, the future of the UN and rising UK media and political hostility to asylum-seekers and refugees questioned whether the US-led 'new world order' emerging after the 1989 fall of the Berlin Wall was ushering a global age of democratic peace and prosperity.

Drawing on partner links in advocacy focus countries, CIIR analysed continued paramilitary and death squad violence; worked on the ground with partners to prevent the derailing of South Africa's 1994 end-of-apartheid elections; ran programmes on the human rights legacy of repressive regimes and civil society's role in democratisation and peace building; and stepped up work to highlight the neglect of women's participation and rights in emerging changes, including East Timor. Its transition to independence as Timor-Leste in 1999-2002 was supported on the ground by CIIR observer missions and celebrated by the organisation as a victory against the odds. It followed 25 years' of work with church and other partners to promote international solidarity with the Timorese struggle for liberation.

With Catholic hierarchy opposition to the influence of 'liberation theology' in countries such as Brazil and Peru, from the early 1990s CIIR renewed its awareness-raising on the Church's commitment to a 'preferential option for the poor' and reasserted the importance of Catholic Social Teaching. Faith-related work also included studies and events on the role of conservative Christian sects in political repression.

New advocacy programmes: Haiti, Colombia and the 'war on drugs'

Advocacy programmes on conflict, human rights and development also began in the later 1980s and early 1990s on the post-Duvalier struggles for change in Haiti as well as the deep-rooted social and economic injustices hindering meaningful political reform and peace in Colombia. Work in Colombia, in dealing with national policy processes affecting the prospects for social justice, encompassed advocacy on local impacts such as the threat of natural resource extraction to the land rights and livelihoods of black and indigenous communities on the Pacific coast.

CIIR opens volunteer programme in the Dominican Republic, also providing a base to start work in Haiti, already the focus of information work, from 1993

1990

CIIR intensifies work on repression and conflict in South Africa as hopes for ending apartheid on Nelson Mandela's release met by rising violence

CIIR forced by conflict to withdraw from Somalia

1991

Advocacy on Haiti grows as coup topples elected Aristide government, endangering prospects for change since 1986 fall of Duvalier regime

CIIR starts decade of advocacy on Colombia and the 'war on drugs'

CIIR's overseas volunteer (development worker) programme renamed and expands and diversifies as International Cooperation for Development (ICD)

ICD programme opened in Namibia following its 1990 independence, centred on HIV and AIDS, education, access to information, civil society development, disability and livelihoods

First Gulf War forces ICD to suspend work in newly unified Yemen facing punitive Saudi action

1992

CIIR book *Fixing the Rules* on GATT and WTO paves way for 1990s trade work including EU and Lomé

Book and information work in Santo Domingo encourage Latin America's bishops to uphold 1968 and 1979 'option for poor'

1993

ICD programme in El Salvador starts placing development workers (DWs) with partners after

In challenging standard narratives on the drivers of Colombia's conflict, CIIR explored the complexities of the drugs trade. This strand became a platform for a wider cutting-edge initiative with Andean and international partners over the next 10 years on the 'war on drugs'. It promoted alternative EU policies to the damage and abuses in the global South of inappropriate and ineffective militarised solutions promoted by the United States. CIIR contributed to the development and influence of EU civil society networking on the issue.

Targeting Europe for change on aid and trade

CIIR's advocacy on democratisation and human rights was matched by policy work in the 1990s on aid and trade for post-conflict reconstruction and development in Central America and Southern Africa. CIIR, building on its 1980s support for SADCC solidarity against apartheid's regional aggression against countries such as Angola and Mozambique, turned its attention to how a new South Africa and an internationally active EU could boost pro-poor local development and regional integration. CIIR challenged Brussels on issues such as the damage of EU member fisheries policies on Namibia whose 1990 achievement of independence CIIR's Southern Africa desk had earlier helped to support through advocacy with church partners in the country and international ecumenical action.

This EU-focused regional work sat alongside CIIR's continued advocacy on the future of Lomé, which slotted into a wider portfolio of work over the 1990s on the damaging impact of the EU's common agricultural policy and the skewed process of world trade liberalisation on food security. Targeting WTO summits in 1999 and 2001, CIIR built on its important role in catalysing awareness and action on the development problems of the GATT talks that gave birth to the world trade body in 1994.

Grappling with 'globalisation'

This was the emerging era of free-market 'globalisation' and CIIR's advocacy built on its work on trade to cast light on the development and human rights threats of moves to ease international flows of finance and investment. Examples included CIIR's contribution to 1997 defeat of the OECD's Multilateral Agreement on Investment as well as work with civil society allies targeting Asia-Europe (ASEM) summits around Asia's 1997 financial crisis and its damaging social costs. Such action gave rise to work on the impact of economic change on women in the region and the 1999 launch of the multi-year SEACA programme. This enhanced the advocacy capacity of partners in seven countries in East and South-East Asia.

CIIR also ran initiatives with partners on ethical trade in global supply chains and the human rights conduct of business. The work included working with other NGOs to engage in dialogue and influence companies such as BP whose operations in Colombia and Angola had sparked serious human rights concerns. Private sector conduct on human rights had been a concern since CIIR's promotion of work in the 1970s and 1980s respectively on foreign investment in apartheid South Africa and large-scale agriculture in the Philippines.

CIIR overseas: programme expansion and boosting Southern participation through ICD

CIIR's overseas programme, renamed International Cooperation for Development (ICD) in 1991 to boost its secular appeal to potential DW recruits and avoid faith connotations in non-Catholic countries, went from strength to strength.

1992 peace accords, with focus on women's rights

1994

CIIR supports on-the-ground international monitoring of elections in South Africa marking end of apartheid

CIIR observes elections in Mozambique and continues work on conflict and peace in Angola

ICD DWs help Nicaragua partners pioneer influential work on gender and masculinity, children's rights, disability and multilingual education

1995

ICD increases number of DWs in Haiti amid uneasy return of civilian rule after US intervention, and CIIR highlights the damage of internationally driven free-market policies

Launch of international advocacy on human rights legacy of conflicts and civil society's role in peace and democratisation

1996

ICD appoints country representative in Somaliland and helps build civil society networks and organisations to consolidate peace over the decade

1997

CIIR renames education department international policy department (IPD)

CIIR launches economic justice projects, including on Asia financial crisis, investment and business and human rights

ICD pilots ground-breaking work on participatory municipal budgeting in Dominican Republic

ICD launches environmental education programme in Peru and boosts DW support for ICT and alternative media partners

By the late 1990s, the number of ICD country programmes had risen to seven in Latin America and the Caribbean and four in Africa and the Middle East, with a peak of around 130 'volunteers' – now called development workers (DWs) to reflect the significant professional expertise they brought to multi-year placements with partner organisations – involved in projects.

The 11 country programmes came to be managed by country representatives who were nationals. In a further reflection of ICD's commitment to Southern leadership (as well as North-South exchange), two-thirds of DWs placed with partners were recruits from countries in the global South.

Thematic diversification: rising to the challenges of partners

From an early concentration and innovative approaches on primary health care, maternal and child health, disability, literacy, popular education and rural development during the 1970s and 1980s, the range of themes and issues addressed by CIIR's ICD programme expanded further in the 1990s.

Work on HIV and AIDS was reinforced as a cross-cutting priority in Zimbabwe and the new post-independence Namibia programme. ICD's DW recruits helped state ministries and civil society networks to set up or strengthen health education services and social welfare programmes, target youth and promote voluntary counselling and confidential testing (VCCT).

Meanwhile, helping to build peace, democratic institutions and rights-based civil society networks became a vital focus in consolidating the Somaliland programme from 1995 in response to Somalia's collapse as the Siad Barre regime was overthrown. In Yemen, ICD capitalised on progress since the 1980s in supporting the expertise of traditional midwives in community-based health services, in turn boosting recognition of women's role in public life and challenging gender inequality. While Somaliland and Yemen had low levels of HIV incidence, ICD, drawing on the lessons of its work in Southern Africa, played a leading role from the late 1990s in catalysing local research, awareness-raising and preventive action on the threat.

In the early 1990s, income generation and livelihoods became an increasingly important ICD focus in the context of free-market adjustment policies, particularly in Latin America and the Caribbean where urban projects were also launched. They complemented CIIR's continuing strong track record of working with partners to promote rural development based on effective support for small-scale agriculture.

In turn, the devastation of Hurricane Mitch in 1998, exacerbated by unsustainable land use involving deforestation and soil erosion, led ICD in Honduras, Nicaragua and El Salvador to launch a Central America programme on environmental education. It drew on ICD's successful piloting of such work with partners in Peru, the lessons of which were also used to launch follow-up an Andean programme on sustainable environment issues with civil society groups in neighbouring Ecuador.

Gender and discrimination, participation and rights

The Peru and Ecuador programmes also sustained CIIR's long commitment to supporting bilingual education and boosting the capacity and voice of indigenous organisations and movements, with ICD also stepping up its work on issues of ethnicity and race in countries such as Nicaragua, Honduras and Namibia. In the Dominican Republic ICD partnered organisations supporting the rights of Haitian migrants and Dominicans of Haitian descent. Such efforts formed part of an ICD-wide

<p>1998 ICD's DWs support emergency response to Hurricane Mitch in Central America</p> <p>CIIR urges UK to act on murder of Guatemalan Bishop Juan Gerardi and support truth commission on civil war abuses</p> <p>1999 CIIR launches four-year multi-country advocacy capacity initiative in Asia</p> <p>CIIR sends observer mission to East Timor in run-up to independence referendum and mobilises pressure on Indonesia to accept the vote in favour after pro-Jakarta militias inflict mass violence</p> <p>ICD draws on lessons HIV and AIDS Zimbabwe and Namibia to catalyse action in Yemen and Somaliland and make HIV a stronger priority in Latin America</p> <p>2000 Delegation of farm workers from Southern Africa addresses CIIR AGM and European parliament on land and labour rights</p> <p>Change of government in Ecuador reflects influence of indigenous movement long supported by DWs specialising in advocacy and communications</p>	<p>drive on diversity and discrimination. This often took an inter-sectional approach, for instance linking work for the rights of children and young people with that to tackle discrimination on grounds of disability or HIV status, as in programmes such as Nicaragua, Zimbabwe and Namibia.</p> <p>At the heart of its work on diversity and discrimination was ICD's commitment to addressing gender, which was further strengthened during the 1990s, in line with an overall push within CIIR. Its overseas work had always acted to boost the position of women, but its approach now involved a focus on the wider challenge of gender inequality as ICD, drawing on its expanding partnerships with women's rights organisations in country programmes such as El Salvador, made the issue both a major area of work and a cross-cutting feature of projects.</p> <p>In turn, thanks to the pioneering leadership and support of partners and DWs in Nicaragua, ICD started piloting ground-breaking work to tackle problematic masculine identity as a prerequisite for change on gender. This laid the basis for replication of work on masculinity across CIIR's other ICD programmes in the 2000s.</p> <p>Scaling up impact through networks, research, alternative media and communication During the 1990s, ICD broadened its types of work and partnerships in an effort to scale up impact and tackle the structures preventing poor people having a greater say in decisions affecting their lives. Its approach ranged from helping civil society groups and NGOs to strengthen their community impact through stronger linkages and networks, to work with research centres promoting pro-poor policies. It also saw media and communication partnerships to raise awareness of social justice issues and strengthen the voices of poor people in public debate and policy-making. Building on longstanding support for community radio, this strand of work now involved nurturing wider alternative media as well as strengthening civil society's media relations capacity and use of Information and communication technologies (ICTs).</p> <p>Country strategies and regional exchange The country expansion and thematic diversification of CIIR's overseas 'capacity-building' provided further impetus for ICD to develop integrated country strategies, based on the joint work of partners and DWs to achieve collective impact on common themes and issues. In turn, ICD developed regional strategies during this period to maximise learning, exchange and mutual support between its country programmes in Latin America and the Caribbean and Africa and the Middle East.</p>
<p>CHRISTINE ALLEN</p> <p>CIIR Executive director (2001-2006)</p> <p><i>"Changing Minds, Changing Lives"</i></p> <p>Progressio Executive director (2006-2012)</p> <p><i>"Changing Minds, Changing Lives"</i></p>	<p>Reshaping CIIR and becoming Progressio</p> <p>During Christine Allen's leadership, CIIR, while sustaining existing momentum and boosting its further impact, underwent major adjustment, change and innovation in the new millennium. The moves sought to put the organisation on a longer-term strategic footing in response to continuing shifts in the development donor and NGO environments.</p> <p>Programme-policy integration A major turn from 2002 was to centre CIIR's policy and advocacy work on issues of concern to partners in ICD's much expanded capacity-strengthening in the global South, which now comprised 12 country programmes after the recent new addition of Timor-Leste. By then, it had become much harder to adequately fund CIIR's international policy (education) department (IPD) with its own largely separate work</p>

"People-powered development"

2001

UK and Europe 'Men Aren't from Mars' tour on lessons of masculinity and gender work in Nicaragua now being replicated in Central America and Dominican Republic

On-the-ground support of East Timor partners on elections leading to 2002 independence

Guatemala-East Timor exchange visit on truth, reconciliation and justice for rights crimes

2002

CIIR opens Timor-Leste programme with DWs helping partners promote gender equality as crucial feature of nation-building

CIIR observes Somaliland's first-ever local elections, starting a 15-year cycle of election monitoring to strengthen its electoral process and democratisation

ICD pilots work in Somaliland to engage faith leaders on HIV prevention

CIIR policy statement and faith reflections on HIV and AIDS to raise debate among Catholics

British Angola Forum set up with CIIR involvement

ICD conference in El Salvador shares learning on DW-supported civil society influencing of local government in Latin America, drawing on work in Dominican Republic

ICD runs Honduras, El Salvador and Nicaragua environmental education programme on pro-poor management of water, land and forests, with twin projects launched in Ecuador and Peru

portfolio. Donor strategies had changed and larger, better-resourced UK NGOs now had fully fledged policy, advocacy and campaign units and reduced their investment in CIIR's work.

The move meant ending or phasing out advocacy work on non-ICD countries such as Colombia, Guatemala, Brazil, South Africa, Angola, the Philippines and Papua. Still, CIIR ensured scope for covering ICD programme-relevant advocacy work within the new multi-year Programme Partnership Agreement (PPA) funding it repeatedly secured from DfID from the early 2000s as a successful applicant to the scheme introduced by the UK Labour government elected in 1997. This enabled the strengthening of national advocacy capacity in the South to become a major aim in country strategies for DW partner placements, while CIIR's new international advocacy enjoyed the legitimacy of being even more directly rooted in ICD partner experience and voice.

Armed conflict, violent repression and DW security considerations had in the past often ruled out or constrained joint work in common focus countries by CIIR's international advocacy and ICD programming on the ground. Yet where the organisation had found external political and internal institutional space for departmental collaboration and synergies, the results had been productive. Examples included work on land reform and the plight of black farm workers in Zimbabwe and Namibia, citizen participation and gender in poverty reduction strategies in Nicaragua and Honduras, and the role of ICD's Peru programme in facilitating research and local contacts relevant to CIIR's advocacy on the development and human rights challenges of the drugs trade.

Relaunching and reaching out as Progressio

By 2006, policy-programme integration was largely complete and also one of the factors that culminated in CIIR adopting Progressio as its new working title that year. Disappearance of the word 'Catholic' was a loss for some, but the board concluded the new name would energise Catholics – it invoked Pope Paul VI's famous 1967 encyclical on development, *Populorum Progressio* – and reach wider and younger constituencies. The change sought to tackle the misleading religious and academic think tank connotations of CIIR's name and superseded the parallel projection of its secular overseas programme as ICD, which lost its validity in the light of policy-programme integration.

This momentous decision, however, was about more than name change and finessing the complexities and strains of the organisation's faith-rooted and wider pluralistic identity. It was intended to reassert and project Progressio's position and role in a now diverse and highly populated development NGO community. A planning process over preceding years saw the organisation revisit its values and approach, and a rebranding exercise was followed by a drive to strengthen its communications. This included relaunch of *CIIR News* as the glossy *Interact* magazine, development of a website, blogs and use of social media.

While aimed at lifting the organisation's profile, this drive emphasised the voices of partners and DWs as the lifeblood of its work and strengthened interaction with Progressio members and supporters. The latter became increasingly important as Progressio sought much wider public support for its advocacy and adopted a stronger campaigning approach to its UK and Northern awareness-raising and policy influencing.

The efforts enjoyed the keen support of Progressio Ireland, which, aided by Progressio's strong membership in Ireland and its relationship with Irish Aid, had already been set up as a charity in 2004. It played an

2003

CIIR conference in Namibia on future of post-apartheid Southern Africa

Roundtables on political roots of Christian-Muslim-indigenous faith tensions and conflict in Papua, Mindanao and East Timor

2004

Needed but Unwanted report highlights anti-Haitian discrimination in Dominican Republic and becomes key text on migration and citizenship

ICD support in Yemen for maternal and child health and primary health care gives way to rights-based work on HIV prevention drawing on lessons in Somaliland

Disability rights laws in Namibia following long DW support for civil society and state partners addressing disability

2005

CIIR mobilises church support and faith input for UK Make Poverty History campaign on poor country aid, debt and trade at Gleneagles G8 summit

Somaliland's national electoral commission asks CIIR to observe parliamentary elections as DWs help consolidate civil society networks on youth, women, disability and HIV and AIDS

Ecuador community radio station supported by ICD trainer helps citizens demand political change

CIIR report on struggle for human rights and peace in Indonesia-occupied Papua

2006

CIIR becomes Progressio with strategy prioritising participatory governance, pro-poor natural resource management and rights-based HIV prevention

Campaign to stop terminator technology launched using insights

important role in supporting Progressio's thematic work and fundraising over the next decade.

A new strategy: sharpening the focus of Progressio's work on key themes

Rebirth as Progressio fittingly involved a new strategy for 2005-10. To sharpen the strategic focus of the organisation's existing portfolio without sacrificing responsiveness to partners' specific interests, it made participation and governance, environmental sustainability and HIV and AIDS its overarching thematic priorities, with a gender focus mainstreamed in each. With synergies between the themes, and a renewed focus on the faith dimensions of development, the 2000s were another dynamic period in the organisation's life.

Participation and governance

Progressio made work to boost citizen participation aimed at achieving policies more responsive to the poor and holding power-holders to account a key focus of programmes during this period. It made headway, responding to the needs of partners in different national and regional contexts.

Targeting local government for pro-poor change in Latin America

Building on momentum created by pilot initiatives since 1997, Progressio helped Dominican Republic partners win approval of a 2007 national law making citizen participation in municipal budgeting compulsory and to promote its gender-focused application. The progress helped Progressio and its Dominican civil society and state partners, following their emergency response to Haiti's 2010 earthquake, to launch cross-border work for local development and bi-national cooperation based on effective decentralisation. London-based advocacy urged accountable aid for Haiti's reconstruction taking this approach.

Over the decade, all of Progressio's Latin America programmes supported civil society participation to promote local government responsiveness to people's welfare and livelihoods in decisions on social spending and local development, where possible in partnership with municipal authorities and local government associations themselves. Links were also forged with national advocacy by civil society partners on local issues of concern to people. In El Salvador, Progressio DWs provided valuable technical support for partners campaigning to significant effect for legislation to protect water resources, including from privatisation and the damage of mining expansion.

Somaliland and Yemen: consolidating civil society networks and influencing politics

In Somaliland, Progressio, built on ICD's success in supporting the post-conflict development of civil society networks on women's rights, youth, HIV and AIDS and disability. It helped partners win policy changes as it supported the internationally unrecognised nation to consolidate its political settlement and continue its democratisation. They included reduction of age thresholds for voting and election candidates in advance of Somaliland's second-ever presidential election in 2010. This was highly significant for young people as the majority of the population and the contest saw unprecedented numbers of women and young people take part.

This progress in participation demonstrated the steady impact both of Progressio's civil society support since the 1990s and its continual work from 2002 to monitor the onset of regular elections. Progressio helped to strengthen Somaliland's electoral process and systems in partnership

from work with partners protecting farmer seed-saving and biodiversity in countries such as Ecuador and Zimbabwe

Strength of Progressio's work for agro-ecology in Latin America helps it contribute to IAASTD consultation on future of agriculture and to NGO networks and advocacy on climate change

DW-supported partners promoting sustainable agriculture in countries such as Honduras and Dominican Republic tapping markets for fair trade and organic produce

HIV prevention, treatment and care facility set up in Hargeisa, Somaliland

Progressio places DWs with only organisation in El Salvador defending rights of sex workers in work for HIV prevention and gender justice

Progressio joins Catholic-led *Livesimply* solidarity campaign with world's poor to revive spirit of *Populorum Progressio*

Catholic Social Teaching website set up

2007

Decision to close Namibia DW country programme

Decision to open new DW programme in Malawi

Dominican Republic law mandating participatory local budgeting is the culmination of a decade of partner work supported by DWs, with new efforts underway to promote its gendered application

Strengthening civil society engagement of local governments now a key work strand in Latin America and Caribbean and also being launched in Yemen as DWs help civil society networks emerge

2008

'East Timor: Who Cares?'

with its National Electoral Commission (NEC). Meanwhile, in Yemen, Progressio DWs enabled civil society networks to emerge in Hodeidah and Aden from 2006 and carry out advocacy targeting local councils, albeit with progress coming up against setbacks linked to the national politics of decentralisation.

Promoting local space and international action for change in Zimbabwe

Later in the decade, governance initiatives with NGO and Church partners in Zimbabwe also got underway on gender-sensitive budgeting, child and youth rights and parish-level civic education for greater local accountability. DWs' on-the-ground support helped partners open space for positive action amid the constraints of Zimbabwe's ongoing crisis, their work twinned with CIIR and Progressio's longstanding behind-the-scenes international advocacy. This urged Western governments to recognise Zimbabwean civil society views in diplomacy on the political process. To this end, Progressio nurtured and coordinated Northern ecumenical and EU civil society networks.

Timor-Leste: challenging impunity and advancing women's rights

Continued solidarity by Progressio alongside its DW programming was likewise needed to respond to Timor-Leste's post-independence stability being rocked from 2006 by political crises rooted in the legacy of Indonesian rule. Progressio backed calls for an international tribunal to tackle impunity for human rights crimes and ran an 'East Timor: Who Cares?' campaign for the UK and the West to boost aid for national reconstruction and remedy past complicity with Jakarta's occupation such as arms sales.

The scars also involved surging violence against women, an issue Progressio increasingly prioritised in the DW country programme it had established in the early 2000s. Over the decade, DWs, as well as promoting the integration of gender into state policies and planning, helped to strengthen women's networks. This work increased women's political representation and, in 2010, won promulgation of a law against domestic violence.

Environmental sustainability and protecting poor people's access to natural resources

This impetus on participation and governance was rivalled by Progressio's work with partners on environmental sustainability. This focused on promoting poor people's equitable access to the natural resources they relied on and needed to manage well for their livelihoods, as well as protect from the damaging impact or predatory threat of powerful economic interests.

At its heart was Progressio's array of partnerships supporting rural development based on small-scale agriculture, enriched in recent years by environmental education initiatives. Long vibrant in Latin America and the Caribbean, this work now gained strength in Progressio's Africa and Middle East country programmes from 2006. It promoted agro-ecology to help small farmers avoid reliance on costly technology and damaging chemical inputs, tap the rising market potential of organic and fair trade-certified produce and increase their income. It often involved agro-forestry, with tree cover helping to protect land, soil and water and fight climate change. Water rights and the social justice issues at stake, and their relationship with climate change, became a major concern in Progressio's grassroots work and international advocacy and networking.

campaign starts on human rights impunity and Western complicity with Indonesia

International advocacy on crisis in Zimbabwe leads to Ecumenical Network on Zimbabwe and Zimbabwe Europe Network

First-ever conference held by Somaliland AIDS commission, civil society HIV networks and faith leaders on joint strategies

Work with PLWHA groups started in Timor-Leste

Report on HIV and AIDS in Haiti

Successful three-year campaign starts for EU regulation to stop illegal timber imports and sales

2009

Progressio joins coalition Put People First urging new economic policies at London G20 summit on 2008 financial crisis

Post-coup repression in Honduras threatens DW-aided partner progress on legislation protecting water and forests

Government in El Salvador keeps moratorium on mining as DW-aided civil society partners press for law on right to water

DW work with partners on sustainable agriculture and protecting natural resources built up in Malawi and Zimbabwe

Start of 'Just Add Water' campaign in which DWs and partners lobby at the 2009-10 climate change negotiations

Policy submission to FAO summit advocates small-scale farming as solution to 2007-08 global food price crisis and climate change

Support for positive faith-based responses to HIV and AIDS in Somaliland and Yemen now being replicated in Malawi and

This portfolio, linking food security, rural livelihoods, natural resource management and support for action on climate change, helped Progressio make policy contributions to wider civil society advocacy and official consultations on the future of agriculture. The issue had been forced back on the policy agenda as a result of the global hunger crisis, which had again been brought into stark relief by the 2007-08 world food price rises and mounting concerns over the impact and abuses of land acquisition by investors.

Campaigning for a new climate on food security and rural livelihoods

Progressio used its programme experience to run several major advocacy campaigns in the 2000s, which highlighted and tackled the damaging threats often posed by the powerful interests of large-scale agriculture. The initiatives included:

- A 2006-08 campaign urging policy-makers to stop companies introducing 'terminator technology' – genetic modification of plants to produce sterile seeds – threatening farmers' traditional seed-saving and the diversity of seed varieties;
- A successful 2008-11 campaign for UK and EU regulation to stop the importation and sale of illegal timber and timber products in which Progressio, using partner evidence of deforestation, land grabs and human rights abuses in Honduras, played a distinct role in wider NGO pressure for remedial action; and
- A series of initiatives from 2009 on the global urgency of protecting water security and ensuring equitable access to water.

Adding to pressure on water

Progressio's 'Just Add Water' initiative targeting the Copenhagen climate change summit and follow-up meetings in 2009-10 won in-principle recognition for water issues to be tackled in talks on a successor framework to the Kyoto Protocol expiring in 2012. This set the scene for its subsequent 'Waterproof Development' campaign.

Launched to influence the position of the UK government at the UN's 2012 sustainable development summit in Rio de Janeiro, 'Waterproof Development' pushed for water security and equitable water rights to be made a key feature of the post-2015 global framework for sustainable development being negotiated to replace the Millennium Development Goals. The initiative drew on Progressio's work on water with partners in Yemen, Zimbabwe and Central America, as well as Peru where a recent project had highlighted the unsustainable use of water in asparagus production for export. A 2010 report raised local awareness of the problem and caused a media splash in the UK, with supermarkets vowing to assess their 'water footprint'.

Strengthening the scope and impact of work on HIV and AIDS

Progressio strengthened the scope and impact of its work on HIV and AIDS during the 2000s. Its longstanding commitment in Southern Africa was now taking fuller shape in the Horn of Africa and Latin America and the Caribbean.

Challenging stigma and discrimination with civil society and faith leaders

A major achievement in Somaliland, alongside supporting the National Aids Commission born in 2005 to develop its strategy and public awareness campaigns, was to help nurture the emergence of civil society networks and coalitions and support their mobilisation. By 2010, for example, Talowadag had consolidated its position as a leading civil

Zimbabwe as well as Latin America programmes tackling HIV from gender, masculinity and sexual and reproductive health and rights perspective

DWs support partners promoting LGBTI rights in Honduras and Nicaragua

2010

Positive independent evaluation of Progressio as beneficiary of DfID's PPA scheme providing strategic core funding for successful NGO applicants

Progressio meets Pope Benedict on UK visit and highlights Church's role in development

Drop by Drop report on Peruvian asparagus export boom and unsustainable water use

Work launched in Yemen and Somaliland for sustainable natural resource management

Progressio decides to close Ecuador programme leaving solid legacy of civil society support

Progressio coordinates NGO emergency response in Dominican Republic to Haiti earthquake and issues briefings on failure of reconstruction aid to involve civil society

Advocacy by DW-nurtured women's rights networks helps secure Timor-Leste law on domestic violence

Progressio observes Somaliland presidential election, with increased participation of youth and women reflecting their growing demands for fair political representation

Somaliland's Talowadag coalition, consolidated with DW support as leading civil society actor tackling HIV stigma and discrimination, given international award

2011

Renewal of Progressio's PPA grant but lower than applied for

society coalition supporting the rights of people living with HIV or AIDS (PLWHA) and challenging the stigma and discrimination they faced. Overall progress in awareness-raising led in turn to greater take up of the anti-retroviral treatment and psycho-social support services at a special facility Progressio had helped to set up at the Hargeisa Group Hospital.

A key feature of Progressio's work during the decade, building on its early lead in Yemen and Somaliland, was to step up work with partners to support the potential of faith leaders and preachers to become a mass-reach channel for positive rather than damaging messages on HIV prevention and the rights of PLWHA. Its success in the two mainly Muslim societies saw Progressio replicate the approach with partners in Southern Africa.

In predominantly Catholic Latin America, Progressio's Catholic roots and independence from the official Church helped the organisation to increase its Church partnerships and nurture critical dialogue with the diverse civil society groups tackling HIV and AIDS that the ICD programme had been supporting since the later 1990s. Many of these groups, as in Central America, were promoting HIV prevention by tackling the linked problems of gender discrimination and inequality, patriarchal attitudes, negative masculinity, and religious orthodoxies infringing sexual and reproductive health and rights.

Supporting groups facing most risk and discrimination

Progressio's rights-based work with partners, often targeting young people, to tackle HIV, now sought to reach a range of groups most at risk of HIV and spreading HIV infection such as long-distance lorry drivers. It increasingly supported the rights of marginal groups facing the sharpest prejudice, hostility and abuse such as sex workers and men who have sex with men. Country programmes such as Nicaragua and Honduras took a lead in supporting the courageous work of partners challenging discrimination based on sexual orientation and gender identity in the battle against HIV and AIDS.

Spaces for dialogue on sensitive issues

Issues of the kind described above were often sensitive and difficult for faith leaders and communities, including the Catholic Church. A strength of CIIR's and Progressio's constructive yet challenging approach was that it created space for others to discuss the challenges more openly themselves. This had been so in relation to debates on promoting condom use. In the early 2000s, CIIR took a lead in developing and promoting its institutional policy on HIV and AIDS, taking on board different views. It also produced a series of faith reflections to raise wider debate of the issue.

Bringing a critical faith dimension

The new direction of engagement on HIV and AIDS was important in Progressio reasserting the faith dimensions of its work as a vital strand of its new strategy. Its 2011 publication, *Faith Alone Is Not Enough*, promoting insights from faith-based partners and PLWHA, put Progressio in a strong position to contribute to DfID's 2012 *Faith Partnership Principles* on the role of faith groups in fighting global poverty. In 2010, Progressio was among the faith-related UK development NGOs invited to meet Pope Benedict XVI during his official UK visit. Policy and media briefings during his stay spotlighted for Catholics the international development duties involved in their faith.

From 2006, Progressio threw its energy behind the *Livesimply* campaign launched by organisations of the Catholic Church of England and Wales to mark the impending 40th anniversary of *Populorum Progressio* in

Prayer Alone is not Enough report on faith leaders and communities in rights-based responses to HIV and AIDS

Work in Dominican-Haitian border region promoting pro-poor local government and bilateral cooperation made key aim of Hispaniola programme

Progressio helps set up UK parliament group on Haiti and a UK-Ireland Haiti advocacy platform

Progressio joins UK's International Citizen Service youth volunteer scheme

2012

DfID's *Faith Partnership Principles* published, following Progressio's support and input

Campaign to 'Waterproof Development' sees DWs engage policy-makers at June Rio+20 summit, with Progressio supporters and ICS volunteers returning to the UK and lobbying the UK government

Launch of Progressio-supported gender auditing guides to bolster gendered implementation of citizens' participation in local budgeting in Dominican Republic

Announcement UK will open embassy in Haiti

2007. The campaign called on citizens to live more simply and sustainably and act in solidarity with the world's poor. As well as encouraging pledges, Progressio set up a Catholic Social Teaching website as a support resource.

In the wake of 11 September 2001 attacks and the US-led second Gulf War in Iraq in 2003 to topple former Western ally Saddam Hussein, Progressio had organised events to discuss the damaging ramifications of the West's 'war on terror' on human rights, conflict and inter-faith relations in the global South. They drew on Progressio's international advocacy work with partners in the Philippines, Timor-Leste, Indonesia and Papua as well as the lessons of its on-the-ground work in Somaliland whose relative peace contrasted with ongoing instability and conflict in Somalia.

Working in a changing climate on international aid

The dynamism of Progressio's work was accompanied by the introduction of a new system from 2008 to strengthen assessment of its progress, achievements and learning, coinciding with rising donor expectations of NGOs to show greater evidence of impact. Further shifts in donor priorities also meant that Progressio, while having a solid total of around 90 DWs in place at the end of the 2000s, was now finding it difficult to maintain the geographical spread of its country programmes.

Closing in Ecuador and Namibia and a new programme in Malawi

With donors declaring intentions to concentrate on the world's poorest nations, the decade closed with DfID ending the funding it had specifically provided for Progressio's DW programming in Latin America. The region was considered economically richer overall and less in need of development aid. The new three-year PPA grant successfully secured from April 2011 was lower than Progressio had applied for and unable to fill the gap. The developments forced Progressio to close its Ecuador programme in 2011. This was a major loss in view of the contribution CIIR and Progressio had made since the 1970s to strengthening civil society in the country, including its influential indigenous people's organisations.

Meanwhile, in Southern Africa, Progressio reluctantly decided in 2007 to close the programme it had run in Namibia since its 1991 independence as donors withdrew from the country, despite the persistence of sharp inequality, on its achievement of rising middle-income status. Still, the donor shifts brought opportunities. In 2008, Progressio opened a new country programme in Malawi, one of the world's least developed countries and previously a focus of CIIR advocacy on its struggle for multi-party democracy. The programme saw vibrant work with partners on environmental sustainability and natural resource management, which also involved collaboration and exchange with counterparts in Zimbabwe.

Bringing new energy: Progressio joins the International Citizen Service (ICS) scheme

Another significant development later in Christine Allen's period as executive director was Progressio's successful application to join the UK's International Citizen Service (ICS) scheme. Set up by the Conservative-Liberal Democrat coalition government elected in 2010, ICS involved 12-week overseas placements in which 18 to 25-year-old volunteers from the UK were paired with national counterparts to support local development initiatives by partner organisations.

	<p>Progressio established its own pilot programme in 2011/12 as a member of the ICS consortium of agencies managed by VSO. The success of its initial work in Malawi, Zimbabwe, El Salvador, Honduras, Nicaragua and Peru subsequently led to renewal of Progressio's ICS programme in the two Southern African and three Central American focus countries.</p>
<p>MARK LISTER</p> <p>Progressio Chief executive officer (2012-2016)</p> <p><i>"People-powered development"</i></p> <p>2012 Progressio observes Somaliland's second-ever local elections with more women standing and elected following DW-supported partner advocacy on women's political representation</p> <p>Report launched in El Salvador with partner consortium on lessons of HIV prevention work based on tackling gender discrimination and negative masculinity</p> <p>Follow up programmes underway in Zimbabwe, Somaliland and Yemen to reinforce and scale up work to reach groups most at risk of contracting HIV or spreading the virus</p> <p>Awareness-raising project 'Combating Discrimination against Women' launched in Hodeidah, Yemen</p> <p>Partnerships established with local government bodies and town councils in the Dominican Republic see DWs support wider take up of participatory planning and budgeting in border provinces with Haiti over next three years</p> <p>Publication on Haiti decentralisation and civil society participation</p> <p>Progressio urges attention to water rights in policy action on land grabs and moves to boost private investment in agriculture</p>	<p>Promising prospects and future uncertainty</p> <p><u>Mark Lister</u> assumed leadership of Progressio in October 2012 with foundations in place for continued impact, and as the organisation celebrated its 75th anniversary in late 2015, it was encouraged by developments in the global arena. One had been 2013 election of Pope Francis, the first pontiff from the global South, whose outlook resonated with Progressio's. The other was governments' recent UN approval of the SDGs, ostensibly heralding a more ambitious and rights-based approach to sustainable development, in line with the stance Progressio and CIIR had advocated at this time and in the past.</p> <p>But this was also a period of rising uncertainty as UK government moves from 2010 and particularly 2015 to review its approach to international aid put the future of DfID's PPA civil society support mechanism, a key foundation of Progressio's financial stability and programme creativity, more and more in doubt. The looming advent of the PPA scheme's abolition led to Progressio's 2016 decision to close but not before it had registered further significant achievements over preceding years, in the face of adverse pressures.</p> <p>Moving forward and stepping back in Latin America</p> <p>Despite the value of the new ICS scheme in sustaining work in Central America, Progressio's retreat in Latin America and the Caribbean from its traditional DW programming involving multi-year placements was complete by 2016. Yet even as it was obliged to cut back, Progressio scaled up existing achievements and pursued new gains.</p> <p>Final contributions in Peru and the Dominican Republic</p> <p>Phase-out of the Peru programme in 2011-13, for example, saw DW-supported partners boost community participation in legislation-enabled water user councils they had promoted in the later 2000s to support equitable access for poorer people. It was yet another example of the organisation's long contribution to advancing water rights and wider environmental sustainability in the country.</p> <p>In the Dominican Republic, Progressio helped its civil society and local government partners to strengthen and institutionalise now mandatory implementation of participatory local budgeting across the country, while now concentrating on the poorer border area with Haiti. DWs based in provinces there worked collectively to support Dominican municipalities turn stronger civil society participation into inclusive local development plans and also support their Haitian counterparts to do likewise. This was a key aim of what, since Haiti's 2010 earthquake, had become a Hispaniola programme promoting bilateral cooperation between the two countries sharing the island.</p> <p>In tandem, Progressio helped Jesuit partners in the border region to make further progress in promoting agro-forestry and community gardens and livestock-rearing as the basis for local food security, better nutrition and health, and women's empowerment. The gains were particularly strong on the Dominican side of the border. They included a rising number of agro-forestry model farms boosting productivity and incomes, consolidated structures uniting local farmer groups with</p>

DfID progress review of overall PPA scheme with positive report by independent team assessing Progressio's work

2013

Progressio supports IF campaign in UK urging G8 action on world hunger with support of returning ICS volunteers

Peru programme closes following phase out of DW and ICS work from 2011

Work in Central America shifts from DW-based programming to ICS volunteering

Dominican Republic starts spending 4% of GDP on education after long campaign aided by DW specialists on public finance and media

'Fragile states, phenomenal women' AGM event chaired by a *Guardian* associate editor

2014

Closure of Timor-Leste programme with over a decade's DW work leaving in place effective networks on women's rights and HIV and AIDS

'Unbreakable' campaign launched for women's rights in fragile states to be a priority in post-2015 development agenda

Progressio an active member of the Beyond 2015 and Action 2015 campaigns

Zimbabwe Action for Better Governance project piloted in 2010 ends with scaling up of community gains in more districts

Policy submission with Zimbabwe partner to UN business and human rights body on gender impact of mining and agribusiness

'Food for a Better Future' agro-forestry initiative on Dominican-Haitian border ends with gains on food production, nutrition,

greater collective strength, and trained health promotion teams sharing expertise with a rising number of other communities. The Hispaniola programme left a solid record on its 2016 closure.

A positive legacy in Timor-Leste

Progressio also left a positive legacy in Timor-Leste on closing its programme in 2014 as donors withdrew from the country on taking its rising oil wealth as a sign aid was less necessary. By then, civil society partners, building on pilot initiatives supported by Progressio since the late 2000s, had extended civil society monitoring of local public spending across many more districts and also placed DWs with women's rights partners to build on the law against domestic violence.

A subsequent drive by Progressio DWs on HIV and AIDS also left gains in place. They included consolidation of the Estrela+ network of PLWHA that Progressio had supported since 2010 and introduction of a national prevention and care strategy following creation of an official national AIDS commission. These steps were important as HIV incidence in Timor-Leste, while still relatively low, was showing alarming signs of being on the rise.

Fragile states, fragile people?

With programmes increasingly centred on Malawi and Zimbabwe in Southern Africa and Somaliland and Yemen in the Horn, Progressio's work on its three priority themes took place amid growing policy debate and action on the challenges of so-called 'fragile states'. Drawing on its programme experience with partners, Progressio, in contrast, stressed the major resilience and creativity of people struggling for change in such settings and urged policy-makers to recognise and better support such potential. Its stance culminated in the 2014 launch of an 'Unbreakable' campaign focusing on women's rights.

The 'Unbreakable' campaign: promoting global action on women's rights

'Unbreakable', highlighting the gendered impacts of conflict and weak governance and women's importance as a force for societal cohesion and peace, involved a series of briefings and panel events at UN meetings. Targeting final UN negotiations on the Sustainable Development Goals in 2015 and the challenge of achieving the SDGs from 2016 onwards, it urged positive global action by the UK and UN bodies to support women's voice and influence, tackle gender-based violence (GBV) and promote sexual and reproductive health and rights (SRHR). This included through state commitment to the CEDAW treaty requiring progress on equality between women and men.

An important message in the 'Unbreakable' campaign was the need for policy-makers to encourage the potential of faith actors to play a supportive rather than obstructive role on SRHR, which drew on the continued strengths of Progressio's work on HIV and AIDS.

From reinforcing progress on HIV to a wider drive on 'gender justice'

Over 2012-16, Progressio undertook follow-up initiatives with partners in Yemen and Zimbabwe to reinforce and scale up the gains of previous work, with DWs supporting the mainstreaming of HIV awareness and prevention in prisons, the transport sector and employer bodies. Meanwhile, DWs in Somaliland helped partners roll out integrated prevention, treatment, care and support services to five regions,

health, protection of natural resources and women's community leadership

Independent evaluation of ICS volunteering in Malawi provides overall positive assessment of impact

2015

New Progressio strategy making women's rights, resilience and livelihoods, participatory governance its thematic priorities

First 'Unbreakable' annual side event held at Commission on the Status of Women meetings in New York to urge state commitment to tackling gender issues in finalising and pursuing the SDGs

Progressio publishes popular guide to Pope Francis' encyclical letter *Laudato Si* urging new politics and economics to tackle poverty, inequality and climate change

Joint paper with ActionAid urging the UK's action plan on business and human rights to address gender

Saudi-led military intervention in Yemen conflict disrupts and later forces suspension of DW work with partners

HIV prevention, support and care services now in place in five regions of Somaliland, building on pilot facility set up with DW help 10 years earlier

Culmination of 2012-15 'Conserving our Land, Producing our Food' initiative in Malawi and Zimbabwe, scaling up earlier work to boost rural livelihoods, protect the environment and fight climate change through sustainable agriculture

Conservative government elected in UK in May with rising signs it will end DfID's overall PPA scheme

Progressio celebrates 75 years' work in November

building on the success of the IPTCS facility piloted and consolidated in Hargeisa, the capital.

Progressio, however, had long since been focusing on gender discrimination and inequality and SRHR as crucial prisms through which the challenge of HIV prevention ought to be seen and addressed. This approach gave rise to a preeminent concern in the final period of Progressio's life to tackle the wider challenges of 'gender justice'.

Participatory research in 2015 with young women and girls, as well as men and boys, belonging to different churches in Zimbabwe, for instance, led to *The Price of Womanhood* report. It examined the gender and SRHR dimensions of problems such as early pregnancy and cultural norms tying the social respect and status of girls and young women to traditional conceptions and expectations of marriage.

Citizens' participation and women's rights: voice and influence against the odds

Progressio's work on governance, now centred on countries affected by conflict and weak governance, grappled with the challenges of promoting citizens' participation and women's rights in settings presenting a range of socio-cultural and political barriers to change. The barriers in Yemen – national and international – could not have been starker.

Somaliland: challenging the gender limits of politics and 'peace'

In Somaliland, Progressio supported a sustained drive by partners on gender and women's rights in tandem with its continued monitoring of elections and support for the NEC to strengthen its electoral process and systems. Somaliland's second-ever local elections in 2012 produced a noteworthy increase in the number of female candidates standing and elected, thanks to the mobilisation of partners supported by Progressio. Yet the numbers were still low and traditional male elder opposition stymied pressure for introduction of a quota system for women's political representation. Meanwhile, the scale of violence against women and girls (VAWG), including female genital mutilation (FGM), remained under-recognised and unaddressed by local decision-makers.

In response, Progressio launched research projects with partners in 2015. They explored more deeply the structural socio-cultural, religious and political barriers hindering both women's political representation and effective action to tackle VAWG and gender-based violence as acute problems for the inclusiveness of Somaliland's political settlement.

The participatory generation of findings helped to build a 12-member civil society coalition pressing for legislation to tackle VAWG and GBV and, in the process, engage traditional and faith leaders – crucial audiences in view of their influence in communities and role in dispensing justice in the absence of a strong, independent formal judicial system. Brought to the fore was the importance of tackling the links between negative or positive masculinity and VAWG and GBV.

From championing women to devastating setbacks in Yemen

In Yemen from 2012, amid Arab Spring hopes, Progressio DWs specialising in civil society advocacy provided advice to partners running a street-based civic education campaign by 'women champions' in the port city of Hodeidah. The women, wearing a distinctive pink sash, raised public awareness of VAWG, challenged gender discrimination and encouraged more women, particularly the poorest and most marginalised, to become champions themselves. They pushed for legislation against early marriage and to increase women's political representation. A later DW-supported partner campaign engaged a wide

2016

Closure of Hispaniola programme

Progressio missions visit Somaliland to observe and accompany NEC planning of presidential election due to be held with new voter registration system

DW-supported action research in Somaliland nurtures vibrant civil society coalition on gender-based violence

Price of Womanhood report on sexual and reproductive health and rights in Zimbabwe

Civil society networks on hunger and nutrition gain impetus in Zimbabwe and Malawi with DW support

Fasting campaign in the UK raises awareness of hunger in Zimbabwe

Progressio helps shape academic research on making gender a central concern in state action and private practice to ensure business 'due diligence' on human rights

June launch of stakeholder consultation on Progressio's future

September decision to close the organisation in a carefully staged way

UK government confirms in December that it will terminate the PPA scheme for development NGOs

range of stakeholders in Hodeidah governorate to tackle VAWG, in particular FGM.

Initiatives aimed at removing barriers to women's participation in public life in Yemen, dovetailed with a later effort by Progressio, with Oxfam, to promote civil society monitoring of local government in several governorates and national support for pro-poor decentralisation. This work, however, was disrupted by Yemen's political crisis.

It spiralled into civil war as Houthi rebels in 2014 overthrew Yemen's post-Arab Spring government and a Saudi-led coalition, armed and backed diplomatically by the UK, the US and France, intervened in a destructive bid to reinstate it from 2015 through air strikes and blockades hindering vital imports of food and medicines. Progressio joined others in calling for an international inquiry on the violation of humanitarian and human rights law by all sides and did what it could to help partners tackle its devastating development costs. The dangerous situation meant Progressio was largely forced from 2015 to suspend its DW work with partners on governance, women's rights and water and sanitation.

Parish progress: action for better governance in Zimbabwe

Political conflict and fragility also continued to affect citizens in Zimbabwe, with uncertainty surrounding planned elections for 2013. Yet the parish-level 'Action for Better Governance' civic education initiative Progressio had launched at the end of the 2000s with a Catholic Church partner now made impressive headway. Building on a successful pilot in Chinhoyi, DWs helped the partner extend the ABG initiative to several dioceses in Mashonaland West province where a growing number of established parish advocacy committees helped communities better interact with local leaders.

As a result, local leaders addressed refuse collection and access to water and sanitation problems. The gains were small yet significant in a difficult political context. Partners shared the lessons of this work in national civil society and Southern African church forums to support advocacy on the country's structural governance problems. Progressio drew on the insights to inform its international advocacy and networking on the crisis.

Monitoring in Malawi

Political tensions were also mounting in the run-up to Malawi's first combined general and local elections in 2014 following a major corruption scandal. They led Progressio to place another DW with Catholic partners to work with the country's NEC to promote citizen participation and support peaceful contests. This accompaniment continued the tradition of CIIR and Progressio in monitoring elections in difficult political environments.

Environmental action and rural livelihoods: further gains in Malawi and Zimbabwe

In Malawi and Zimbabwe, Progressio's 'Conserving our Land, Producing our Food' initiative, building on earlier progress with Environment Africa (EA), scaled up the promotion of sustainable agriculture and agro-forestry to boost community livelihoods, protect natural resources and combat climate change. Similar DW-supported partner initiatives were now also taking shape in Somaliland and leading the way in raising public awareness of the need for effective action on its threatened environment.

In Malawi's drought- and flood-prone Salima district, DWs helped EA replicate sustainable production methods by farmer field schools, set up savings and loan schemes with communities, and create village committees to promote local and external support for the sustainable management of natural resources. The work improved food security, reduced deforestation and soil erosion. It also produced evidence used by the partner to influence forestry and disaster risk policies.

Similarly, in Zimbabwe, Progressio DWs supported EA's work with communities to establish environmental action groups and promote their multiplication in districts in three provinces. As well as boosting local environmental awareness and action and reducing unhelpful official intervention, lobbying by the groups led local authorities and government extension services to provide help for the diversification of agricultural production. The work sought to benefit under-supported groups such as female- and child-headed households, orphans and people living with HIV or AIDS or disability.

Building on the momentum, Progressio DWs, helped EA nurture the emergence of civil society networks in Malawi and Zimbabwe, which urged their governments to tackle food and hunger problem as members of the global Scaling up Nutrition movement. Progressio, in response to a 2016 global call by Pope Francis for solidarity with the world's poor, organised a ZimFast and ZimFare campaign in which UK supporters went on a diet of the average Zimbabwean or hosted a Zimbabwean-themed meal.

Calling for change, defending rights

With water, land and forests under threat from various forms of resource extraction, 'land grabs' and a new drive by policy-makers to boost large-scale private investment in agriculture, Progressio followed up its recent campaigns with a new wave of advocacy on the livelihoods and human rights issues at stake, in particular their impact on women.

In 2013, it continued its 'Waterproof Development' campaign by urging the World Bank to recognise the water security and rights of small-scale farmers, often women, in its policy work on the 'business of agriculture'. This under-explored angle provided a niche for Progressio as it mobilised support for the 2013 IF campaign by UK development NGOs pressing the UK government for action on world hunger as chair of the G8 summit.

From 2015, following the UK government's introduction of a national action plan on the UN Guiding Principles on Business and Human Rights, Progressio worked with civil society and academic partners in the UK to advocate gender being made a central concern in the human rights 'due diligence' expected of business under the UNGPs. This late-life foray on corporate accountability, resuming the organisation's periodic involvement in this field, went on to involve advocacy on UN moves to develop a binding international treaty to uphold the human rights obligations of companies within and across national borders.

Championing change and regeneration through ICS

Championed during Mark Lister's leadership, the ICS programme became increasingly important in Progressio's work and was recognised as a strong performer within the overall ICS consortium. Some 2,800 young volunteers took part in ICS projects over the five years before Progressio's closure, with evidence of important results being achieved with partners and communities, despite the short nature of ICS placements.

	<p>Signs of positive impact – in partner countries and in the UK</p> <p>A 2015 independent assessment of Progressio’s ICS work in Malawi noted volunteers had helped partners tackling HIV stigma and supporting local livelihoods to strengthen their community engagement, reaching younger people in ways not possible before. ICS was particularly effective when consecutive ICS teams were linked to maximise continuity and volunteers brought higher levels of skills. National volunteers, often from disadvantaged backgrounds, not only benefited from their participation in the scheme but sustained their commitment to working for development after their placements ended. Communities valued ICS special projects in which small seed grants were used by ICS teams and partners to catalyse specific support initiatives for their livelihoods strategies.</p> <p>In the UK, Progressio harnessed the energy of returning ICS volunteers to its advocacy and campaigning. As part of their ICS pledge to undertake ‘action at home’ and members of the Progressio Empower Network, they supported Progressio events and lobbying. The vibrant role of ICS volunteers reinforced the drive begun under Christine Allen’s leadership to strengthen the involvement of members, supporters and the wider public in Progressio’s work. As well as benefits in the global South, ICS provided an opportunity for organisational renewal as Progressio engaged younger people in its work and sought to inspire a new generation of development change-makers in the UK.</p> <p>Clear potential, difficult context</p> <p>To optimise ICS’s value, Progressio linked its volunteering with its traditional capacity-strengthening. The aim was to capitalise on the longer-term presence of professionally experienced DWs in multi-year placements with partners to create propitious conditions for the value of ICS volunteers’ contribution to be sustained. ICS was not seen as a separate programme but intended to enhance Progressio’s strategy for change, with youth engagement complementing its existing mix of DW programming and advocacy.</p> <p>However, funding constraints, particularly the impending loss of the PPA from 2015, affected the number of DWs Progressio was able to place. It thus became more difficult for Progressio to implement its overall strategy as effectively as it wished to through incorporation of ICS, despite the scheme’s positive work and major potential. Progressio’s trustees, in reaching the difficult decision in September 2016 to close Progressio following a process of stakeholder consultation, had concluded that reliance on ICS, itself dependent on DfID funding, could not provide by itself a viable basis either for the organisation’s survival or its desired approach to supporting sustainable development.</p>
<p>JAMES COLLINS</p> <p>Progressio Chief executive officer (2016-2018)</p> <p><i>"People-powered development"</i></p> <p>2016 Staged phase out of programming with handover to other partners and stakeholders begins in autumn</p>	<p>Drawing to a close</p> <p>James Collins, custodian of CIIR’s and Progressio’s finances during the best part of his more than 30 years of service to the organisation, took over as chief executive officer in late 2016, combining the role with his existing position as finance director. It was the second time he had stepped up to lead the organisation at a time of transition, having done so from mid-2012 in the interim between Christine Allen and Mark Lister.</p> <p>James Collins’ support, oversight and commitment helped Progressio gradually bring its programme operations to a conclusion by the end of March 2017. He supported sometimes anxious staff facing the stress of closure, saw through the difficult negotiations involved in concluding programmes and projects and managed relations with Progressio members, donors, stakeholders and the public. He handled the financial</p>

2017

New reports launched on gender challenges of Somaliland's political settlement as well as on Zimbabwe's transport routes, sex work and HIV

Gradual closure of programmes completed by the end of March

July London event hosted by CAFOD to celebrate the life of Sword of the Spirit, CIIR and Progressio

2018

Official institutional closure on deregistration as a UK charity

and legal requirements involved in final institutional closure, culminating in deregistration with Companies House and the UK Charity Commission in March 2018.

A lively end to a long life

Even as it brought its programmes to an end, Progressio, drawing on the commitment of its staff, remained productive and continued to promote the impact of its work.

In the case of Somaliland, for example, Progressio capped its more than 20-year contribution to peace, democracy and human rights in the putative nation by launching with partners a series of publications in London in early 2017. As well as joint reports on the gender challenges of Somaliland's political settlement and the findings of action research on GBV, it released the report of its 2016 observer missions on preparations for Somaliland's third-ever presidential elections held in November 2017. Progressio, having closed, was unable on this occasion to observe the contest, but its partners in previous rounds of election monitoring, University College London and Somaliland Focus, did so.

There were further signs of Progressio's impact later in the year after its closure when the University of Essex's human rights centre published the research a staff member had helped to design on gender and business due diligence on human rights. Its findings were used by the UK's corporate accountability coalition CORE and Womankind Worldwide to produce a briefing on land and women's rights targeting the UN's November 2017 annual global forum on business and human rights.