

PROJECT HANDBOOK

FOR PROJECTS FINANCED BY THE PALME CENTER



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AUTHORS Elsa Anderman and Berith Andersson, Palme Center, in collaboration with Jocke Nyberg and Gudrun Renberg, Context

GRAPHIC DESIGN Lena Öierstedt

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FOREWORD

The Palme Center’s most important tasks revolve around democracy, human rights and peace – the focus we inherited from Olof Palme and which we shall always strive to follow and realise. The Swedish labour movement has a long tradition of solidarity and we are proud to keep this tradition alive. Our member organisations have networks and contacts throughout the world and this provides us the opportunity to cooperate successfully. At present, about 250 projects are underway.

Through counselling, education and methodology development, the Palme Center supports its partner organisations, ranging from small-scale popular movement projects to larger mobilisation campaigns. Many dedicated members of local and regional organisations in both Sweden and our partner countries work together to strengthen democracy and human rights. Planning and execution are conducted jointly, with shared responsibility for achieving the best possible results. As the project develops, experience is shared and knowledge is furthered, to the mutual benefit of all participants.

The cooperation between the Palme Center and our partners around the world aims at giving power to people to change their own societies, and thereby their own lives. We know that if we really want to change a society, two things are imperative: change must come from the people, and we need to use the strength of human rights and democracy.

Good luck with your project!

Lena Hjelm-Wallén
Chair of the Olof Palme International Center

WELCOME TO THE PROJECT HANDBOOK

The project handbook aims to provide those who are – or who are contemplating becoming – involved in the Palme Center’s activities with guidance, inspiration and useful advice about project planning, measuring results, managing finances, reporting and evaluation.

The first chapter of the handbook covers the Palme Center’s operations and how we through our three result areas *civil participation*, *trade union community work* and *party political organisation* contribute to the fulfilment of the objective of Swedish development cooperation; to contribute to creating conditions to enable poor people to improve their living conditions.

Chapter two describes the four cross-cutting issues which are to permeate our operations: *gender equality and non-discrimination*, *HIV/AIDS*, *sustainable development* and *anti-corruption*. The third chapter describes the basic requirements expected of an organisation which applies for funds from the Palme Center. Chapter four provides an in-depth explanation of project planning in accordance with the LFA method, together with concrete examples.

Advice to ensure good financial management is provided in Chapter five, along with information on budgeting, agreements and project administration. Chapter six focuses on project execution and monitoring. As the demands on the reporting of results increase, we also explain how we can better manage activities in our projects and programmes towards desired results with results-based management. Finally, in the seventh and final chapter, we cover project reporting.

The project handbook can be read alone, but provides more if read together by the entire project group. Discuss the content and feel free to delve deeper into any sections that are of particular interest. Perhaps each project group member can study a particular area in greater detail and present their findings to the rest of the group.

We hope that this project handbook will prove useful to you! Feel free to get in touch if you have any questions or suggestions.

Elsa Anderman

Method Development Manager at the Olof Palme International Center



1. ABOUT THE PALME CENTER

1.1 Democracy, human rights and peace

The Palme Center works in the spirit of Olof Palme to promote democracy, human rights and peace. These three aspects are essential to fighting world poverty and are mutually dependent. Without respect for human rights, we have no democracy and no peace. Without peace, we have no democracy and no human rights.

The Palme Center's work focuses on contributing to giving people throughout the world the power to shape the societies in which they live, and thereby to shape their own lives. We work in close cooperation with the Swedish, European and international labour movements, as well as with other popular movements and areas of civil society in the countries in which we operate.

Together with its member organisations, the Palme Center runs about 250 development cooperation projects each year. These projects help establish viable and democratic civil societies in our partner countries. The rights perspective permeates our operations in that we work proactively for participation, non-discrimination, transparency and accountability in the design and execution of our projects and programmes.

The commitment of our member organisations and local cooperation organisations provides the foundation for our work. Their extensive practical experience of democracy building, popular education and development work is a vital asset to the development cooperation.

Most projects are run by the member organisations in Sweden together with local organisations in developing countries. The role of the Palme Center is then to act as an advisor and to quality assure operations. The Palme Center's own operations complement the work of the member organisations by making the most of ideas and initiatives and providing them with direct support from the Palme Center. Together with the

Swedish Social Democratic Party we are also responsible for party-oriented democracy support, which supports the establishment of democratic political party systems in our partner countries.

In addition, the Palme Center conducts communication activities in cooperation with its member organisations. The public debate is an important part of our work for justice and solidarity. Via channels such as seminars aimed at the members of our member organisations, the general public, decision makers and other international organisations we want to increase knowledge of and encourage debate on global development issues.

More information about the Palme Center's operations, mandate and objectives can be found at www.palmecenter.org.

1.2 Sweden's international development cooperation

Sweden has a long tradition of democracy building, international solidarity and commitment to people living in poverty. With money from Swedish taxpayers and money donated by the public we finance international development cooperation in a number of countries. These include not only developing countries but also countries in Eastern and Central Europe, where the so-called reform cooperation focuses on strengthening democracy, justice and sustainable development and shifting closer to the European Union and its common values.

Resources are channelled via multilateral international organisations (especially UN agencies), state agencies, private enterprise and civil society organisations.

Poverty alleviation as the objective of Swedish development cooperation

The overall objective of Swedish development

cooperation is to "contribute to creating conditions to enable poor people to improve their living conditions."

Poverty varies depending on who you are and where you live. The Palme Center's definition of poverty includes lack of material resources but equally so lack of power, limiting (or hindering) the possibilities to influence and improve one's life situation. Structural and individual discrimination violates human rights. By supporting a country's civil society – popular movements, political and trade union organisations and others – people living in poverty can gain power and opportunities to improve their living conditions.

Rights in focus

Democracy, human rights and peace are necessary for sustainable development built on social, economic, cultural, civil and political justice.

A cornerstone of Sweden's international development cooperation is that all activities are to apply what is known as *the rights-based perspective*. The Palme Center's values and our practical work are based on the principle that human rights are universal, inseparable and mutually dependent. This means that political and civil rights are as important as social and economic rights. Functioning freedoms of opinion and association are prerequisites for an individual's rights to work, education and food in a long-term, sustainable perspective. As such, our fight against poverty has also been a fight for democracy, human rights and peace.

The rights perspective is based on the following principles:

Participation. This means that people are independent, thinking and active citizens with the right to participate in democracy and influence decisions.

Non-discrimination. International conventions on human rights are based on the principle that no one is to be discriminated or disfavoured.

Openness and transparency. The right to free and independent information is a prerequisite for an individual's opportunities to actively participate in various functions in society and to be able to hold decision makers responsible.

Accountability. The state is obligated to respect and apply conventions on human rights to which it has agreed. This also entails the obligation to enforce national legislation. As such, citizens have the right to demand that those leading the country assume this responsibility.

The Swedish government and Sida

Sida, the Swedish International Development Cooperation Agency, works towards achieving the objective of the Swedish international development policy. Sida answers to the government, which governs the agency via regulatory letters and guidelines for international development cooperation. The government audits Sida and its partners through bodies such as Swedish National Audit Office (Riksrevisionen) and Swedish Agency for Development Evaluation (Sadev).

You can read more about Swedish development cooperation in the brochure *Swedish development cooperation. This is how it works*, which is available at Sida's website. Information on decisions made by Sida and the Swedish government can be found at www.sida.org and www.sweden.gov.se respectively.

Sida and the Palme Center

To make the most of the expertise available in society Sida works with different actors. Some of Sida's budget is channelled via organisations in Swedish civil society, such as the Palme Center. The Palme Center has a frame agreement with Sida that gives us long-term responsibility for coordinating the labour movement's international development work.

Since 2010 there are new instructions concerning how the Palme Center and other Swedish organisations apply for grants and report their operations to Sida. They are based on the Swedish government's policy for support to civil society (see *Pluralism. Policy for Support to Civil Society in Developing Countries within Swedish Development Cooperation*, www.sweden.gov.se).

The rights perspective shall be a cornerstone of all operations.

Furthermore, operations shall primarily be organised into programmes. This means that a number of projects shall be coordinated – thematically or geographically – so as to form a whole with a common overall objective. The opportu-

nities for achieving results increase considerably when several projects interact.

The Palme Center's programmes are mainly geographically limited to countries. This means that all operations supported by the Palme Center in, for example, Serbia, are considered a single programme, the Serbia Programme.

The thematic limitation means that the Palme Center's operations are focused on three result areas:

- Civil participation
- Trade union community work
- Party political organisation

The result areas reflect three central aspects of the civil movement which has contributed strongly to the development of Sweden as a democracy and as a welfare state. The Palme Center starts with these areas when analysing the need for support in our countries of operation. This also emphasises which actors are relevant partners to the Palme Center.

Swedish and local organisations applying for project support must coordinate their projects with the Palme Center's strategies and objectives for operations in the concerned country. This requires a great deal of coordination in both planning and operations. It also requires that the applicant organisation is well acquainted with the Palme Center's strategies and objectives for the concerned country and programme.

As a result of this structuring of operations into programmes, the Palme Center divides its countries of operation into two categories: *programme country* and *project country*. The prerequisite for being designated a programme country is that operations in the country are extensive enough to justify organisation into a programme.

1.3 The Palme Center's governing documents

The Palme Center's main governing documents are its Operating Policy and Operating Strategy.

There are four cross-cutting issues in the Palme Center's operations:

- Gender equality and non-discrimination
- HIV/AIDS
- Sustainable development
- Anti-corruption

All cross-cutting issues are related to human rights and possibilities for desirable and sustainable living conditions. The Palme Center has developed policies for each issue. In Chapter two you can read more about the Palme Center's views on these issues and their practical implementation in your projects.

Getting involved in a project through the Palme Center entails great responsibility, in terms of both execution and conduct. The *Code of Conduct for Consultants and Representatives of the Palme Center* includes the minimum required expectations for everyone working under the Palme Center: personnel, project implementers and consultants. See Chapter six for more information.

All governing documents can be found at www.palmecenter.org



2. FOUR CROSS-CUTTING ISSUES

Beside that fact that all operations are to apply the so-called rights perspective (see Chapter one), the Palme Center's four cross-cutting issues are to permeate operations. These are: *gender equality and non-discrimination, HIV/AIDS, sustainable development* and *anti-corruption*.

2.1 Gender equality and non-discrimination

The Palme Center's operations are based on the conviction that all people are equal and have equal rights. The objective of our work with non-discrimination is that all people shall have the same opportunities to shape society and their

own lives. Regardless of sex, gender identity and expression, ethnic background, religion or other belief, disability, sexual orientation or age.

Non-discrimination is a prerequisite for democracy, peace and poverty alleviation. It enables all citizens to participate on equal terms and guarantees all people the right to live free from oppression. Non-discrimination thereby comprises part of a multidimensional view of poverty. Working with non-discrimination means trying to break what are often thousand-year-old power structures based on traditions, politics and customs which have systematically degraded the importance, work, ideas and wishes of various groups.

The marginalisation and systematic exclusion of certain groups contributes to draining societies of resources, ideas and development opportunities. In the end, it limits representative democracy and risks contributing to injustice, instability and unrest.

The Palme Center considers gender equality a central part of work with non-discrimination. The power aspect is the starting point for our analysis, as regardless of whether discrimination is grounded on sex, ethnicity or some other factor it contributes to cementing power relations in society. Gender equality benefits all of society, not just women. When discriminating structures are removed, such as by women receiving education, we see increases in women's capacity, financial opportunities and control over their own lives. They give birth to fewer and healthier children, they reinvest – to a greater extent than men – their income in future generations and they gain greater opportunities to influence all societal development. As such gender equality is not only necessary to increase women's financial security, it also provides the foundation for the alleviation of poverty and the promotion of sustainable development.

All projects carried out with funds from the Palme Center shall include a gender equality component with a well executed gender and power analysis, as well as an action plan. Below are a few suggestions for topics to be covered during project planning and execution in order to increase gender equality and decrease discrimination.

Suggested topics for project planning

- What is the situation in the area where the project is to be conducted in terms of gender equality and discrimination? What is the balance of power between men and women, which groups are discriminated? Reflect on who has identified the problem with which the project is to work.

- What knowledge do your organisation and your Swedish partner have of working with gender equality and non-discrimination?
- Does the project target any group that is discriminated? Which and why?
- How can we ensure that men and women participate to an equal extent in the design and execution of the project? How can we ensure that the discriminated group participates in the design and execution of the project?
- Have you analysed whether there is any possible opposition to women/the discriminated group participating in or influencing the project?
- Have any particular actions been taken to facilitate women/the discriminated group participating in different decisions?
- Does the project contribute to strengthening the power of the discriminated group? This power could be within the organisation or the local community.

Preparing for the practical project work

- Strive to attain an even gender distribution in the project group.
- Give women and individuals from discriminated groups the opportunity to be project manager. If this position is already held by a man: could the position be shared by a man and a woman?
- Appoint an anti-discrimination officer in your project group. This individual has primary responsibility for ensuring that the project group follows the plan for gender equality and anti-discrimination that the project ought to have.
- Ensure that communication within your organisation takes place between both men and women.
- Always ensure that issues of gender equality and anti-discrimination are high on the agenda in discussions.

- Always schedule meetings for times and places that facilitate participation by women.

The Palme Center is working on developing methodology support in English for gender equality and LGBT (lesbian, gay, bisexual, and transgender) rights. Contact the Palme Center for more information, or visit our website www.palmecenter.org.

2.2 HIV/AIDS

HIV and AIDS affect not only individuals, they also threaten entire societies, their institutions and the democratic powers that operate in civil society. HIV and AIDS can also have major poli-

tical and social consequences. In disadvantaged areas, children lose their parents and teachers, civil servants vacate their positions in public service and administration, activists and elected representatives are unable to continue their work for democracy and change.

HIV and AIDS hit hardest against marginalised groups and the lack of information and healthcare resources most often affects the most disadvantaged. Other central aspects related to HIV and AIDS concern the discrimination and stigmatisation to which those living with HIV or suffering from AIDS are exposed. That a large part of the spread of the disease takes place via sexual contact contributes to the taboos that complicate work with HIV and AIDS.

BURMA: WOMEN ASSUMING LARGER ROLE

The Burma Committee of the Social Democratic Students of Sweden (S-studenter) runs its Burma Project with support from the Palme Center, and has done so since 1996. Their partner organisation is the Student and Youth Council of Burma, SYCB, which is an umbrella organisation for 16 different student and youth organisations active in exile in places such as Thailand.

The Burma Project aims to strengthen knowledge of democracy, human rights and gender equality, as well as to increase understanding and cooperation between different ethnic and political groups. Since 2006, within this project the Social Democratic Students of Sweden have run an internship programme for women, with a special focus on gender equality.

"SYCB's member organisations each send a female representative to the head office for a nine-month internship and training course," project manager Frida Perjus explains. "The women receive training in English, social studies, democracy and gender equality. They then return to their organisations with new knowledge and more self-confidence."

The project has resulted in greatly increased female participation within SYCB. Participation was previously male-dominated, though now some 30-40 percent of participants are women. However, strengthening women's rights is not always easy, says Frida. The cultural gaps are wide and many Burmese men still consider gender equality a secondary issue.

"As such, it is important to cooperate closely with local organisations and to use their own instructors in our training, as well as to listen carefully to their own experiences and needs. And trying to involve the men, and respecting their culture so as not to tread on anyone's toes, as otherwise no one will listen anyway."

In order to provide a good example, the Social Democratic Students of Sweden also ensure that the Swedish project group is comprised of both men and women. If Swedish women can show that they dare to speak their minds – and that their opinions are respected by their male colleagues – and that there are men who consider gender equality important, this can help raise the status of this issue.

Consequently, the problems surrounding HIV/AIDS are closely related to the cornerstones of the Palme Center: democracy, human rights and peace. Important tools in the fight against these illnesses are access to knowledge, increased gender equality, social and economic development, the strengthening of marginalised groups and political influence. The rights to information, education and health are fundamental. The right of association, freedom of expression and the right to independent media are also decisive factors in work to reduce the spread of the disease.

Getting involved in preventing the spread of HIV/AIDS is an important socio-political effort – not least because the spread of the virus is driven by prejudice and ignorance, by violations of women’s rights and by the discrimination suffered by HIV-positive individuals.

Since circumstances vary considerably in different parts of the world in terms of the spread of the disease, the level of knowledge and access to inhibitor drugs, the Palme Center’s projects are affected to varying degrees by the problem. For projects in sub-Saharan Africa an analysis and an action plan concerning HIV and AIDS must be included in the application to the Palme Center.

For projects in other countries, planning is based on the context of the project, the level of knowledge in the area and openness to issues concerning the disease and sexual and reproductive health. Investigate and discuss how HIV and AIDS affect the development the project aims to achieve and how the target group is affected.

Suggested topics for project planning

- How much awareness of HIV/AIDS is there in the project area? How can the project help increase this awareness?
- What are the authorities and other organisations, such as trade union organisations or human rights organisations, doing as regards HIV/AIDS?
- How is HIV spread in the concerned area?

- What knowledge do we have of HIV/AIDS?
- Are sexual and reproductive health and HIV/AIDS discussed openly within the organisation and among actors in the civil society? How can the discussion be strengthened?
- How can local initiatives be supported and how can we help strengthen the rights of HIV-positive people?
- Is the project’s target group affected directly or indirectly by HIV/AIDS?
- Is there a risk of HIV/AIDS affecting the project’s execution and results?

Preparing for the practical project work

- Include discussions about the connections between HIV and gender equality, access to sex education for youths and sexual and reproductive healthcare.
- Include activities that lead to increased awareness of HIV in the project’s programme.

The Palme Center is working on developing methodology support in English for work with HIV/AIDS. Contact the Palme Center for more information, or visit our website www.palme-center.org

2.3 Sustainable development

Democracy, human rights and peace are important concepts that permeate the Palme Center’s work. Environmental considerations and sustainable use of natural resources have clear connections with this and as such shall form a starting point for the Palme Center’s work with sustainable development.

Environmental damage and climate change affect us all, no matter where we live, but the poor suffer the most. For them, margins are even smaller, and opportunities to counter the consequences of environmental damage are minimal.

The result is a widening of the gaps between people and an increased risk of war and conflict as the race for resources gathers momentum. The solution is not to halt development, which would simply force more people into a life of poverty. Instead we need to redistribute the welfare we have created in a fair manner, to create better and cheaper technology and facilitate technology transfer, and to work for increased global equality between people, regions and countries.

In many places, disadvantaged and marginalised people play a very active role in efforts to halt environmental damage. This is often the result of concrete local problems such as limited access to clean water and arable land or other problems related to supporting oneself, frequently due to commercial developments and foreign private interests.

Supporting these groups and helping them organise, implementing an environmental and climate perspective in operations and actively working for a sustainable environment and a sustainable climate helps fulfil the objective of Swedish development cooperation; to contribute to creating conditions to enable poor people to improve their living conditions.

The Palme Center defines its priorities for the environment and sustainable development as fol-

lows: the project’s local environment and impact; environmental problems at the workplace; the right to sustainable and healthy living conditions; the right to information, participation and co-determination; and internal environmental efforts at the Palme Center’s secretariat.

Suggested topics for project planning

- What are the most important environmental problems that involve citizens where the project is being conducted? How can these issues be included in the project?
- What knowledge do we have about climate change and environmental damage?
- How do project activities affect the environment and how can we manage this impact?
- Can the project be used to promote increased civil participation in decision-making processes concerning issues affecting the environment and natural resources?
- Are there any substantial environmental problems at the workplace?
- Can the project be used to educate employees about their rights and to strengthen their opportunities to deal with the problems?
- How much awareness of climate change and its consequences is there in the project area? How

The overall objectives of Sweden’s policy for environmental and climate issues in international development cooperation are environmental improvement, sustainable use of natural resources and strengthened resistance to environmental impact and climate change. The largest impact on the environment and the climate is exercised by the wealthier groups of the world’s population. They represent the highest consumption, the largest emissions of carbon dioxide and the squandering of the world’s natural resources. People living in poverty also contribute to the world’s environmental and climate problems, partly due to ignorance and partly due to the lack of sustainable means of support and poorer opportunities to adapt to the negative effects of environmental damage. Development cooperation can play an important role in preventing and reducing the negative effects of climate change and environmental damage, as well as increase knowledge of sustainable development.

can the project help increase this awareness?

- What are the authorities and other organisations, such as trade union organisations or other organisations in civil society, doing as regards local climate change?
- Are climate change and environmental damage actively discussed within the organisation and among actors in the civil society? How can the discussion be strengthened?
- Is the project's target group affected directly or indirectly by climate change and environmental damage?
- Is there a risk of climate change and environmental damage affecting the project's execution and results?

Preparing for the practical project work

- Include discussions on the environment and sustainable development.
- Include training sessions and other activities that lead to increased awareness of the environment and sustainable development in the project's programme.
- Which organisations can we cooperate with locally to highlight environmental issues?

The Palme Center is working on developing methodology support in English for issues related to sustainable development and the environment. Contact the Palme Center for more information, or visit our website www.palmecenter.org

2.4 Anti-corruption

Fighting corruption is necessary when working to improve the living conditions of people living in poverty. The World Bank has identified corruption as one of the greatest obstacles to economic and social development and Sida prioritises anti-corruption in its work to fulfil the objective of

Sweden's international development cooperation.

Corruption can take many forms, such as administrative corruption, corrupt business practices, political corruption or corruption to favour friends. The Palme Center defines corruption as: *the misuse of money or power in order to gain personal, often financial, advantages.*

The best methods for countering corruption are participation, openness and the creation of rules and guidelines for the project to prevent mistakes. When combined, measurable and realistic goals, a well conceived activity plan and a detailed budget help reduce the opportunities for corruption.

Administrative rules and procedures are also needed. Engaging external, independent auditors (certified public accountants/chartered accountants) and keeping project funds in separate bank accounts are examples of such measures.

The Palme Center has zero tolerance for corruption. So be sure to:

- Never in any way participate in corruption, such as giving or receiving bribes, in the form of money or other benefits with the intention of favouring yourself over others.
- Always react to suspected irregularities in the projects or within the organisation by contacting the concerned programme manager at the Palme Center.
- Never use a position of power to favour other people in ways they would not otherwise have enjoyed. Conduct and contact with people related to the project shall be such that there is never any notion of demands for or expectations of different services or benefits.

Checklist for preventing and countering corruption

- Promote openness, transparency and the target group's participation in project design and decisions.
- Support organisational development and

improvements in the organisation's internal systems for governance and control. A well functioning organisation is a foundation stone in the prevention of corruption.

- Have clear and realistic rules and procedures and a detailed budget.
- Raise the issue of corruption at meetings and on training courses.
- Set up practical arrangements so that reporting obligations are not overlooked – unfulfilled reporting requirements can be a sign of irregularities.
- Pay special attention to particularly sensitive activities such as procurement and money transfers to ensure that established rules and procedures are followed.
- Use the Palme Center's anti-corruption tools to get an idea of the level of corruption in your country and to analyse the strengths and weaknesses of your organisation.

The Palme Center's methodology support for anti-corruption, *Corruption – an obstacle to development*, can be ordered from the Palme Center or downloaded from our website. It includes advice on how to integrate anti-corruption work in all operations, from project start-up to evaluation. The anti-corruption handbook also includes a tool for corruption analysis at country and project/organisational level. This material can be of great benefit on training courses and in study circles.



3. PREREQUISITES FOR GRANT APPLICATIONS

3.1 Basic requirements for local organisations

The Palme Center conducts international development cooperation with local partner organisations outside of Sweden. The cooperation takes place either via one of the Palme Center's member organisations in Sweden, or through direct cooperation between the Palme Center and a local organisation. Projects shall always be conducted based on the existing needs and the local organisation shall conduct the practical task of identifying and implementing the desired changes. It is absolutely essential that the local orga-

nisation and the target group actively participate and feel ownership during project planning (see Chapter four). The local organisation always has the right to the same information as the Swedish organisation.

In order to run the project with funds from the Palme Center the local organisation must fulfil the following basic criteria:

The organisation shall:

1. Be an organisation with a voluntary or cooperative structure whose activities are based on democratic values and characterised by openness and the assumption of responsibility.

2. Primarily be a member-based organisation whose members represent the target group the Palme Center wishes to support. The term members should be clearly defined. In some cases, professional organisations (NGOs) that actively support and strengthen popular movements can be eligible.
3. Be registered as a non-governmental organisation with the authorities. Exceptions can be made in certain cases.
4. Have carried out documented operations for at least one year. In exceptional cases organisations under establishment and informal structures, such as networks, may be classed as local cooperation partners if their actual democratic character and voluntary or cooperative nature can be substantiated. Exceptions can be made in certain cases.
5. Be able to present approved financial accounts from the previous year. Exceptions can be made in certain cases.
6. Work for societal development based on democratic principles.
7. Be able to assume responsibility for the proposed activities and have the necessary human and financial resources.
8. Not be a political party. This requirement does not apply to party-affiliated organisations, such as a party's women's organisation. Special rules apply to party-oriented democracy support.

In addition to the above conditions being fulfilled, the Swedish organisation must make an organisation assessment of its local partner before cooperation can begin.

Organisation assessment

The organisation assessment is carried out by the Swedish partner in order to acquire knowledge about the local organisation that will implement the project. The Palme Center and its member

organisations cooperate with organisations, networks, interest groups and parties that share the values of the labour movement. Aside from the common values, the organisation's ability to execute the project must also be considered. What strengths and weaknesses does the local organisation have? How democratic is the organisation internally and what legitimacy does the organisation enjoy relative to the target group and other stakeholders in the context in which the project will operate?

Prior to cooperation with a local organisation the Swedish project organisation shall always begin with an organisation assessment of its intended partner. The assessment helps to identify the strengths and weaknesses of the local cooperation organisation. The organisation's annual report is also reviewed, to gain knowledge of the organisation's finances and recommendations from the auditor (read more in Chapter five).

The organisation assessment is a very important part of project planning. Experience shows that the reason projects run into problems or even fail is often due to insufficient knowledge about the local organisation. Identifying the organisation's weaknesses also means work to actively help strengthen the organisation can begin. As such it is important to emphasise the importance of identifying both weaknesses and strengths.

It is recommended that the Swedish and the local organisation together discuss the outcome of the organisational assessment.

For those who want to further the analysis and create even better conditions for successful cooperation the two partners can jointly conduct so-called SWOT analyses for both the partner and the Swedish organisation. This entails making an assessment of each organisation as regards Strengths, Weaknesses, Opportunities and Threats (SWOT). This can be time consuming, but puts the cooperation on a more equal footing.

BASIC REQUIREMENTS FOR THE SWEDISH ORGANISATION

The basic requirements expected of a Swedish organisation wanting to work through the Palme Center are that the organisation:

1. Is one of the Palme Center's 26 member organisations or a regional or local section of such an organisation, which is to be substantiated with legal documentation (special frame agreements can allow exceptions from this criterion, and there are also special conditions for party-oriented democracy support).
2. Is registered in Sweden.
3. Has a democratic structure, active members, an elected board, statutes and regular meetings.
4. Has a voluntary or cooperative structure, and works for societal development based on democratic principles.
5. Has operated in Sweden for at least two years and has documented this in annual reports and annual accounts.
6. Can assume responsibility for planning, executing and monitoring the intended project, which includes sufficient human and financial resources.
7. Has experience of development work in partner countries. If such experience is lacking within the organisation the Palme Center will assume a more guiding role in the project work.
8. Agrees to undertake the Palme Center's mandatory training courses for project managers before the application is submitted.
9. Has a project proposal that falls within the bounds of the Palme Center's strategy and objectives for the concerned region.
10. Can show that active gender equality and anti-discrimination work is conducted within the organisation.
11. Has expertise in the fields of democracy, human rights and peace that are relevant to the local partner organisation.

12. Has fulfilled its obligations, such as reporting and accounting obligations, for previously received grants.

ACTIVITIES ELIGIBLE FOR SUPPORT

The Swedish member organisations can apply for funds from the Palme Center for the following activities:

Pre-study

Thorough preparations are a prerequisite when applying for project support from the Palme Center. As an aid to this work, the Swedish project organisation can apply for funds to conduct a pre-study. The aim of a pre-study is to together with the intended local partner organisation prepare and complete a project application (see Chapter four, project planning).

Project with own contribution

Support to civil society (known as CSO support) for activities run by the Palme Center's member organisations is financed with an own contribution of at least ten percent with the Palme Center providing a maximum of 90 percent of the project costs.

Project cooperation takes place between one of the Palme Center's member organisations and a local partner organisation in the country where the project is run. Projects with public institutions (such as government agencies and universities) and profit-making companies are not permitted. Projects can be conducted in developing countries (South), the Western Balkans and parts of Eastern Europe.

Party-oriented democracy support

Via party-oriented democracy support (known as PAO support), Swedish parties represented in the Swedish parliament can give support to

fellow parties around the world. The objective is to contribute to the development of well functioning party systems in developing countries (South), as well as in Eastern Europe and the Western Balkans. The Swedish Social Democratic Party's party-oriented democracy support is channelled via the Palme Center with priorities determined by the Palme Center's board together with the Swedish Social Democratic Party. The projects are conducted by the Swedish Social Democratic Party and the Palme Center, by the party's affiliated organisations or by one of the organisation's local or regional sections.

Information support

In cooperation with the Palme Center, member organisations with projects in one of the Palme Center's prioritised countries can conduct communication efforts financed by Sida's information support. The concerned activities shall aim to increase interest in and knowledge of your development projects and the situation in partner countries. These efforts can also deal with global development issues connected to projects.

The projects financed by the Palme Center follow a project cycle governed by the agreement which the Palme Center signs with Sida. The projects are expected to be planned based on a project planning model known as the Logical Framework Approach (LFA), which is described in more detail in the next chapter.

3.2 What is a project?

Most of the Palme Center's activities are planned in project form. A project is defined as being:

- limited in time
- assigned a separate budget
- managed based on an objective, that is, something to be achieved
- managed by a working group which plans and conducts activities in order to achieve the objective
- evaluated at the end to see whether the objective was achieved



4. PROJECT PLANNING AND RESULTS-BASED MANAGEMENT

4.1 Project planning with the LFA method

Good planning is a prerequisite for a successful project. It is important to at an early stage (and together with the target group and other people involved in the project implementation) clarify which problem needs to be solved, how it is to be solved, the project objective and for whose sake the project is being conducted.

All projects carried out with funds from the Palme Center shall be planned with the so-called LFA method, which is a widely accepted method in international development cooperation. The LFA (Logical Framework Approach) method helps you *plan, execute and evaluate* a project or

a programme in a structured and logical manner. A core principle is to begin by identifying the actual problem and to then state *what one wants to achieve* (that is, the objective), instead of first defining *what one wants to do* (the activities).

The LFA method is based on a participatory process. It is important that the project planning is conducted together with actors who will be affected by the project, such as the target group and other stakeholders. Sit down together and go through each of the different LFA steps. Brainstorm! The process will strengthen your relationship and the joint assumption of responsibility will provide better conditions for a successful project.

In brief, LFA comprises the following nine steps:

THE DIFFERENT STEPS OF THE LFA METHOD	BASIC QUESTIONS FOR EACH STEP
1. Contextual analysis	What is the situation in the country/county/municipality in which the project will be conducted?
2. Stakeholder analysis	Who will be affected by the project? Who will affect the project? Are there any winners and losers as a result of the project? Have anyone reason to oppose the project?
3. Problem analysis	What problems are there in the area? What is the main problem the project can help solve? What are the causes of the problem? What are the consequences of the problem?
4. Formulating objectives on different levels	What changes do we want to achieve with the project – in the short, medium and long term respectively?
5. Activity plan	What needs to be done to achieve the different intermediate objectives of the project?
6. Resource planning	Which resources (human and financial) are required to execute the project?
7. Indicators of objective fulfilment	What can help us measure whether we are heading towards achievement of the project objective? How shall we, once the project is completed, measure whether we have fulfilled our objectives?
8. Risk analysis	What risks and threats may prevent us from fulfilling our objectives? Can we rank these risks and threats? Can we manage these risks and threats?
9. Analysis of prerequisites/assumptions for objective fulfilment	What conditions are necessary for the success of the different activities, so that the project objectives are fulfilled?

The analysis steps do not need to be done in this order. It often makes more sense to begin by defining the problem to be solved (step three) and the stakeholders (step two), and then move on to formulating the different objectives (step four). The problem analysis is one of the most central components of the LFA process.

Each step may need to be revised and adapted as work progresses.

THE NINE LFA STEPS:

1. Contextual analysis

Change processes are always part of a larger context. This is why it is important to have know-

ledge of the context in which the project will take place. Discuss the following questions:

What is the political, economic and social environment like in the area where the project is to take place? What legislation and legal practices apply to the specific issue with which the project deals? Which channels and methods can citizens use to ensure their legal rights? Are there other organisations active in this theme/issue within the same geographic area?

A common weakness in social and contextual analyses is that they are not sufficiently detailed. Be concrete and *focus on the issue on which the project is focused*.

2. Stakeholder analysis with the rights perspective in focus

The 'stakeholders' in a project are often large in number and comprise actors who can affect or be affected by the project. That is: target groups, project implementers, decision makers, politicians, financiers, competitors, organisations with similar operations/values and more

Start with looking into your own organisation. A project group requires different expertise and skills, not just one or two enthusiastic individuals. Analyse who comprises the target group and whether there are individuals or groups who may oppose or be negatively affected by the project.

Discuss the following:

Who will be affected by the project? Who will affect the project? Are there any winners and losers as a result of the project? Can we identify anyone who has reason to oppose the project? Even though you have good knowledge of external stakeholders it is recommended to also consult other independent sources.

3. Problem analysis and problem tree

The problem analysis provides a basis for the objectives established in the project. It must always be conducted early in the planning process. The aim of the problem analysis is to identify the concrete problem the project is to help solve. Always start with the needs of the target group. The problem analysis can be conducted favourably in the form of brainstorming, wherein together you reason around which problems may exist in the area/theme area the project is intended to work with. Set up a workshop where you can test – and reject – different problem and objective formulations before you finally decide which problem is a realistic focus. Discuss the following:

What problems are there in the area? What is the main problem the project can realistically help solve? What are the causes of the problem? What are the consequences of the problem?

After discussing your way to a number of prob-

lems the next step is to rank the above findings into main problems, causes and consequences, in a so-called *problem tree*.

We will use the following example to illustrate the process.

What is the main problem the project is to help solve?

"The women in the region have too little influence over their own lives and very little power in the local community and in their families. The women also have limited opportunities to support themselves."

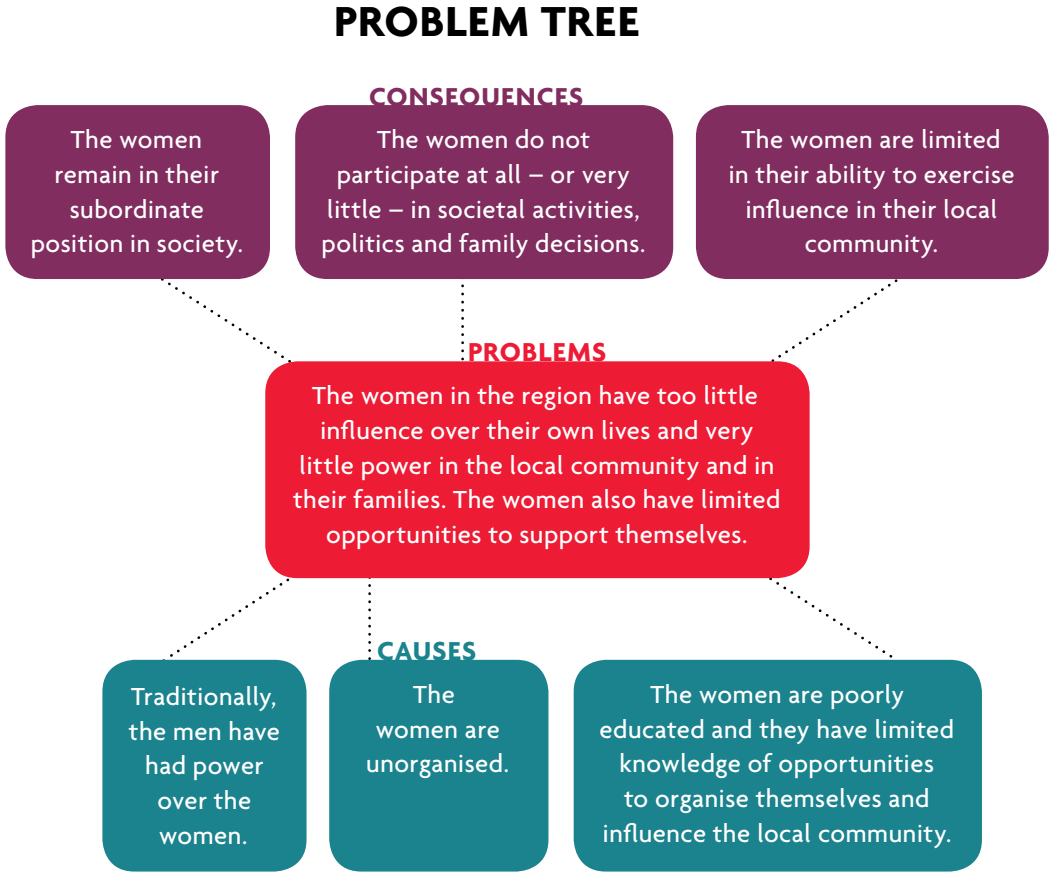
What are the causes of the problem?

"Traditionally, the men have had power over the women and the decision making bodies of their society. Many formal and informal norms in the shape of rules and customs maintain this male-dominated power balance. The women are unorganised, they are poorly educated and they have limited knowledge of opportunities to organise themselves and influence the local community."

What are the consequences of the problem?

"The women remain in their subordinate position in society. The women do not participate at all – or very little – in societal activities, politics and family decisions. The women are thus limited in their ability to exercise influence in their local community."

The answers (problems, causes and consequences) form a so-called problem tree, which in our example can be structured as follows:



The main problem you identify will most often have many causes. It is important that you decide which of the causes you think the project has the resources and capacity to do something about. To within the space of a few project years change the male dominance is unrealistic. On the other hand, the women can be successively empowered, and the balance of power between the sexes gradually shifted, by the women organising themselves and learning to refine and sell handicrafts and thereby earning money that will benefit themselves and the entire family.

4. Objective formulation and objective tree

The next step is to reformulate the problems, causes and consequences on which the project is to focus

into objective formulations. The LFA method includes objectives on three levels, known as objective hierarchies: the *overall objective* (which sustainable effect is the project to contribute to in the long term), the *project objective* (the concrete changes in terms of clear, measureable, long-term results that the project shall achieve) and *intermediate objectives* (the more short-term results, which are steps on the way to fulfilling the project objective).

The objectives on different levels are to fit into a logical chain with clear links to the identified problems. This is achieved by reflecting on the problems, causes and consequences (from the problem analysis) and transforming them into project objectives, intermediate objectives and the overall objectives.

Since the projects financed by the Palme Center are organised into programmes it is important that all projects contribute to the overall objectives of the concerned programme. A project in, for example, South Africa shall have an overall objective that agrees with the Palme Center's objective for the South Africa Programme. As such it is important to find out which overall objective applies where your project is to take place.

Project objectives and intermediate objectives, on the other hand, shall be formulated by the applicant organisation.

Reformulation of problems into project objectives:

By reflecting on/turning around the problem identified in the problem analysis we can formulate a project objective for our example:

Problem:

"The women in the region have too little influence over their own lives and very little power in the local community and in their families. The women also have limited opportunities to support themselves."

Project objective:

"The women in the project have greater social unity, increased influence over local politics and

increased real income and thereby a stronger position in the local community and in their families."

The project objective answers the question: What do we want the situation to be when the project comes to an end? Also consider what change can be realistically achieved by the project.

"WE WANT TO ACHIEVE THAT"

The project objective shall always describe a state. "We want to achieve that" is a phrase that can be used to help formulate objectives on all levels.

Read the project objective in our example and add the phrase "we want to achieve that". Like this, for example:

We want to achieve that: "the women in the project have greater social unity, increased influence over local politics and increased real income and thereby a stronger position in the local community and in their families."

limited knowledge of opportunities to organise themselves and influence the local community."

Intermediate objectives:

Intermediate objective 1: "A functioning democratic women's organisation with true participatory influence has been established."

Intermediate objective 2: "The women have increased knowledge and the necessary conditions to organise themselves and influence the local community."

Intermediate objective 3: "The women have increased their disposable income and have thereby increased their decision-making power in the family."

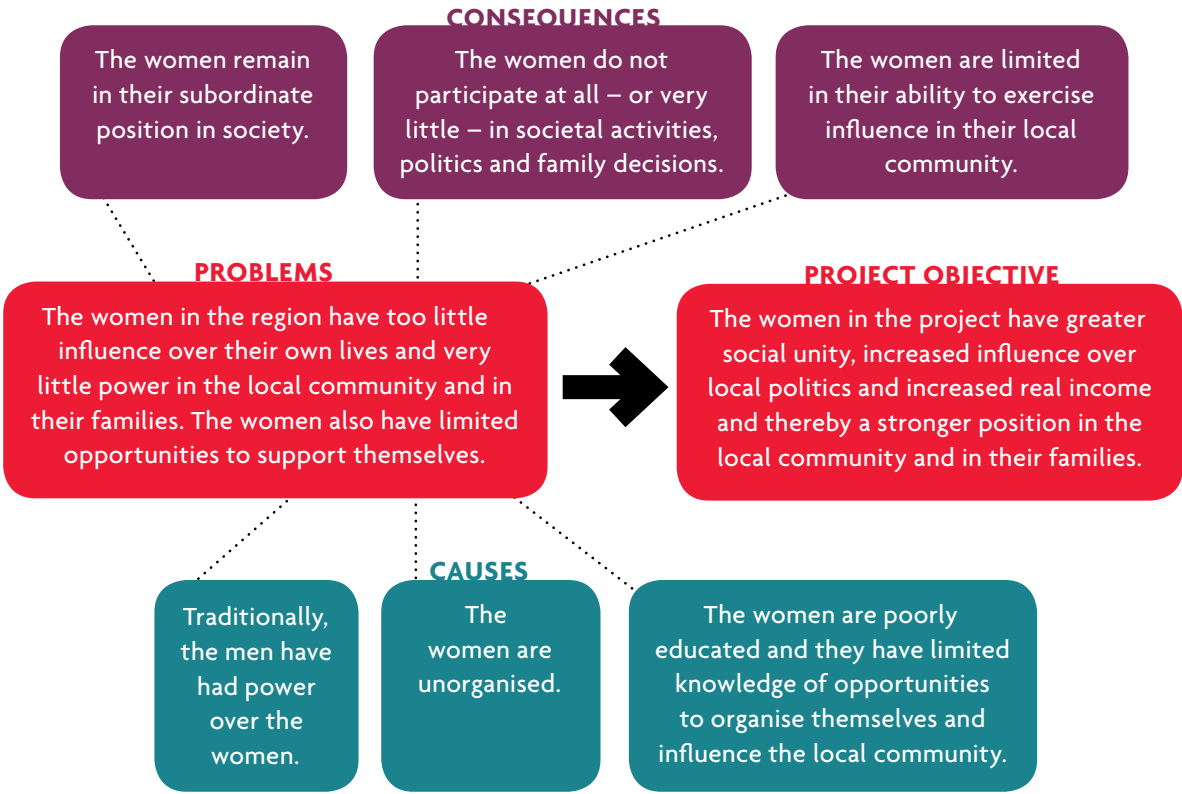
The intermediate objectives answer the question: Which different intermediate objectives do we need to achieve in order to fulfil the project objective?

As you can see in our example, we have chosen to focus on the part of the problem that concerns the women's organisation and education. We have not established any intermediate objective for dealing with the formal and informal norms that maintain the imbalance of power between men and women. Excluding some of the causes of the problem is always a consequence of an active choice. Perhaps the project organisation lacks the knowledge and expertise required to deal with this problem and makes the assessment that it is more realistic to focus on the women's organisation and education.

Reformulation of the consequences of the problem into an overall objective:

As described in Chapter one (see 'Sida and the Palme Center'), the Palme Center has optimised its operations by organising activities into programmes. It is important that all projects financed with funds from the Palme Center fall within the bounds of the Palme Center's objectives and strategies. As such the overall objective for each programme has

REFORMULATION OF PROBLEMS INTO PROJECT OBJECTIVES



What do we do if the objective that is a given for the target group is not in agreement with the overall objective of the Palme Center's operations in the country in question? In that case, perhaps the Palme Center is not the most suitable partner for the concerned local organisation.

Reformulation of the causes of the problem into intermediate objectives:

By reflecting on/turning around the causes of the problem identified in the problem analysis we can formulate intermediate objectives for our example:

Causes of the problem:

"Traditionally, the men have had power in both the family and the decision making bodies of their society. Many formal and informal norms in the shape of rules and customs maintain this male-dominated power balance. The women are unorganised, they are poorly educated and they have

already been formulated by the Palme Center.

Organisations applying for project support must therefore coordinate their projects with the Palme Center’s objectives for the concerned programme.

Contact the Palme Center for information on which overall objective applies to your project. In our example:

The consequences of the problem:

”The women remain in their subordinate position in society. The women do not participate at all – or very little – in societal activities, politics and family decisions. The women are thus limited in their ability to exercise influence in their local community.”

Overall objective (formulated by the Palme Center):

”The Palme Center’s partner organisations with a focus on popular education have strengthened their democratic work methods, developed their education activities and cooperate with other organisations in civil society. The target group, mostly youths and women, has been mobilised with the aim of widening their knowledge perspective, getting them actively involved in organisations and associations and thereby giving them the opportunity to influence their local community.”

The overall objective answers the question:
What change in society do you hope the project will contribute to in the long term?

SMART objectives:

Many find it difficult to formulate objectives satisfactorily. In this regard, there are methods for seeing whether the objective is SMART. An objective shall be:

S = Specific
M = Measureable
A = Accepted/adopted by the project owner and the target group
R = Realistic
T = Time-bound

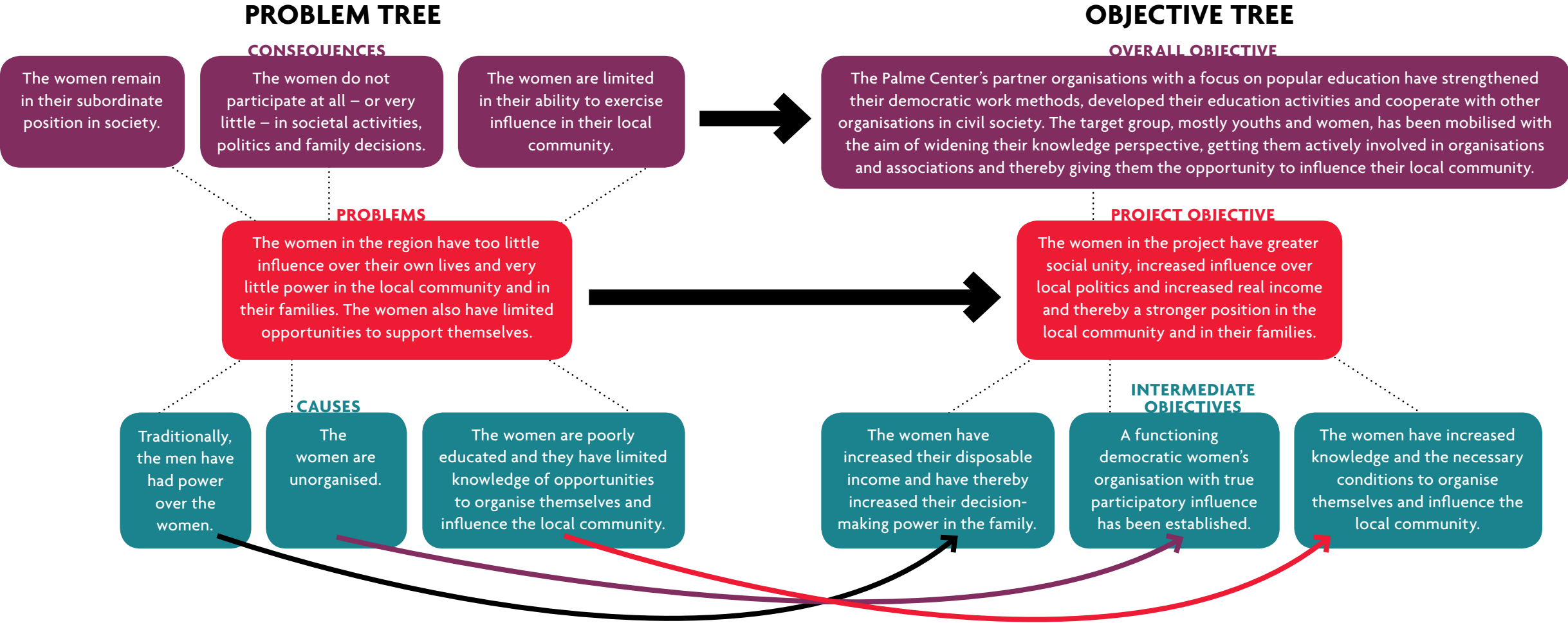
Discuss the objectives you have chosen to focus on, both the project objectives and the intermediate objectives. If any of the objectives do not fulfil the SMART criteria, you need to reformulate the

objective, or else take a step back and choose another problem for your focus.

5. Activity plan

Once the objectives are established an activity plan can be drawn up. The activities are the work conducted by those involved in the project, and the activities shall contribute to solving the identified problems. As such the activities must be closely related to the project’s different intermediate objectives, which together enable the project objective to be fulfilled.

If one of the intermediate objectives of the project is ”increased knowledge of trade union negotiations” then the activities related to this



intermediate objective ought to involve the use of training, study circles and the like to contribute to increased knowledge of union negotiation techniques among the target group, as well as the ability to apply this knowledge.

The question to ask to determine which activities are most suitable: *What needs to be done to achieve the different intermediate objectives found in the project?*

6. Resource planning

Resource planning is closely related to the activities. It is simply a case of seeing which human and financial resources are needed to conduct the activities. This includes areas such as expertise, equipment, premises, materials, trips, financing and time periods. The Palme Center has specific rules concerning how a budget is drawn up and which types of costs may be included, and you can read about this in Chapter five.

7. Indicators of objective fulfilment

Indicators of objective fulfilment are needed in order to answer the questions "Are we on the way to achieving our objective?" and "Have we reached our objective?" It is important to at an early stage discuss with the target group and other stakeholders what defines a successful project and how such success can be measured.

The indicators are used to check whether results have been achieved and they must be concrete and measureable. In order to be able to measure whether we have achieved our objective we need to know how the situation was before the project began. As such it is important to establish the indicators during the planning stage of the project and to already then document the *baseline* situation of each indicator. One way is to use information that the local organisation already measures. For example, use information included in the annual report of your organisation or statistics from previous years.

Indicators of objective fulfilment can be

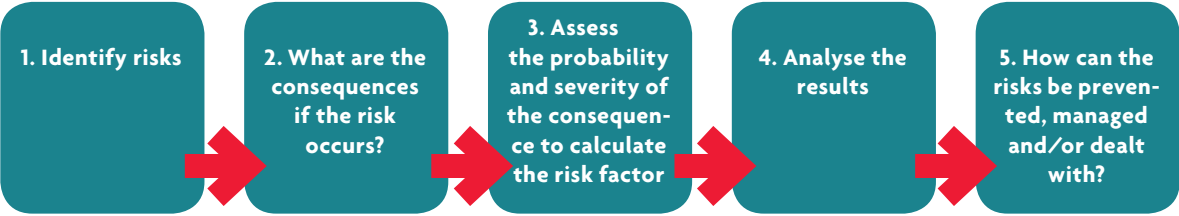
quantitative, that is, shown with figures and statistics. They can also be qualitative, such as the participants' personal experience of increasing their knowledge or improving their self-esteem. Indicators can also be both quantitative and qualitative.

An example of an indicator that is both quantitative and qualitative would be as follows: "At least 60 percent (quantitative) of the participants feel that their social and economic status (qualitative) in the family has increased compared to the situation before the project."

Remember that the indicators must always be verifiable. Discuss how you are going to measure the changes in the indicators, such as by using statistics, interviews, questionnaires, observations and so on.

"SO GOOD THAT"

"So good that" is a phrase that can be used to help formulate indicators:
Read the project objective in our example:
"The women in the project have greater social unity, increased influence over local politics and increased real income and thereby a stronger position in the local community and in their families."
"So good that" ...
... at least 60 percent feel that they are stimulated and supported by the comradeship between participants in the project. (Indicator 1)
... a system for dialogue between the women's organisation and local decision makers has been established. (Indicator 2)
... the women's organisation has influenced local politics. (Indicator 3)
... at least 60 percent of the participants state that their social and economic status in the family has increased compared to the situation before the project. (Indicator 4)
See Appendix I for more information on which methods can be used to measure the different indicators.



8. Risk analysis

Project planning includes a risk analysis, that is, a discussion of things that could possibly hamper or complicate the planned execution of the project. A risk is an uncertain event that can have a negative impact on the project. The reason a risk analysis is so important to do is that the risks can then be prevented and the negative consequences minimised. If not, then at least the project is better prepared for unexpected events.

A division is usually made between external and internal risks. External risks are those which the project group has no control over (the political situation in the country, the authorities' attitudes, natural disasters and so on). Internal risks are those which can hamper the project from the inside, such as conflicts within the project group or people leaving the project.

Above we present a simple risk management model. The first step of the risk management model is to identify risks. Make a list and describe the risks that may affect the project. Step two

involves assessing the possible consequences of the risks.

In step three we calculate the so-called 'risk factor'. Here you first estimate on a scale of 1 to 5 the probability of the risk occurring (1 = lowest probability, 5 = highest probability). You then estimate on a scale of 1 to 5 the extent of the consequences in relation to the project (1 = smallest consequence, 5 = greatest consequence). You then calculate the total risk factor based on the probability and extent. This is done by multiplying the probability figure (p) by the consequence figure (c).

In step four you rank the risks based on the calculated risk factors and analyse which risks should be in focus.

Step five entails drawing up an action plan for the identified risks. In this way the risks can be prevented and managed. Depending on how serious the risk is, and the probability of the risk occurring, you can choose to accept the risk without action or prepare an action plan in case the risk occurs.

RISK	CONSEQUENCES	PROBABILITY (1-5)	CONSEQUENCE (1-5)	RISK FACTOR	ACTION PLAN (example)
War	Project closed down	1	5	5	No action
Project delays	Objective not achieved, repayment	3	4	12	Realistic activity plan
Corruption	Target group affected, repayment	2	5	10	Strengthen administration
Internal disputes	Divisions in the project group	3	5	15	Discuss potential conflicts

- Start with the following questions:
- Can we do anything to minimise the probability of the risk occurring?
 - Can we do anything to minimise or lessen the consequences?
 - Can we manage the consequences?
 - Can we accept the risks?
 - Do the risks require that we revise the objectives and activities?

On the previous page is a sample risk analysis. In this example the primary focus ought to be on the risk of internal disputes, which has the highest risk factor, and the least attention should be paid to the risk of war. It is therefore important that the project group thoroughly discusses how internal disputes are to be managed and draws up an action plan for this purpose.

9. Analysis of prerequisites/assumptions for objective fulfilment

Finally, you ought to discuss the prerequisites for fulfilling your objectives. This involves identify-

ing what makes the different activities successful so that the project objectives can be achieved. It may, for example, concern limited time and resources, distance, different languages and different cultural backgrounds such as with regard to traditions and values.

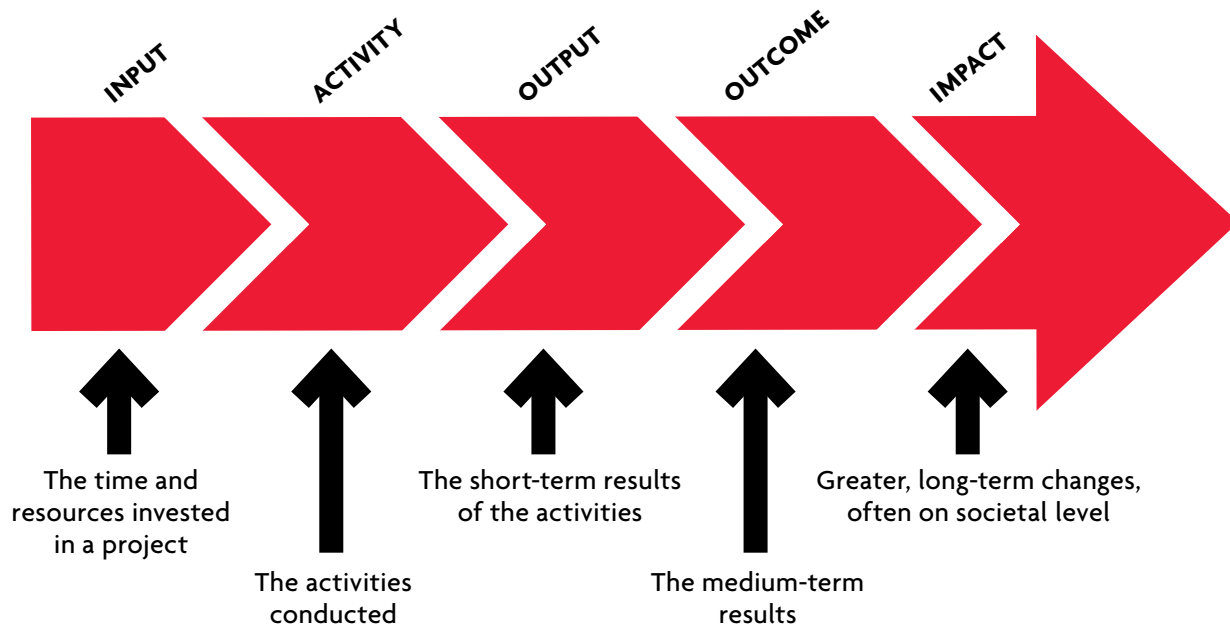
An example of a prerequisite in our project: "The project's activities are scheduled in a way that enables the women to participate" (see Appendix I for more examples).

THE COMPLETED LFA MATRIX

Once you have completed all steps of the LFA process the project shall be summarised in a so-called matrix. This provides a good overview of the project's objectives, indicators, measurement methods, risks and conditions.

The matrix is then used regularly throughout the project to make sure you are progressing in the right direction.

Once the LFA process is completed you have made good progress towards completing the application. The point of conducting the process



together with the target group and other stakeholders is that all involved agree on what is to be done, and how. Joint participation increases the quality and sustainability of the project.

The complete LFA matrix from our example project is included in Appendix I.

4.2 Results-based management

International development cooperation has occasionally been criticised by politicians, journalists and the general public for not being able to report results. "Does the money end up where it is supposed to?" is a common question.

There are several reasons why it is important to follow up results of development cooperation efforts. The main reason is to know if the project is contributing to its objective and to learn from knowing what works and what does not work in the project implementation. It is also important to report on results to increase the credibility of development aid and to show that the money is used for ventures that create positive change. Another reason is to provide a report to project implementers, target groups, donor organisations and Swedish taxpayers.

Sida and other international organisations, including the Palme Center, manage their operations based on the desired results, which entails a focus on results and not activities. Activities can never be the result of a project. The activities are there to reach an objective, that is, to achieve a result.

With results-based management, the results can be divided into a logical result chain on three different levels, which together achieve development:

1) Output: Concrete short-term results due to specific project activities. For example, increased knowledge or an increased ability to apply knowledge following one or more training courses.

2) Outcome: The medium-term results in terms of the change that follow as a result from the

above output achieved. For example, that an organisation becomes more efficient, increases its visibility in media or produces a new policy as a result of its members increasing their knowledge, or that people changes their ability to participate in society and demand their rights from decision makers.

3) Impact: The third type of result is the longer-term effects or breakthrough, often more permanent and on a higher societal level. For example, that an organisation or the target group has increased its influence in society and has contributed to positive change for development, for example through changes in legislation, reduction in violence against women or contribution to democratic reforms. The change can be on a local, regional, national or international level.

The image on page 38 illustrates the result chain.

In order to measure the results on the different levels, in part throughout the project and in part when reporting the project, the project must be systematically monitored throughout the entire period. The LFA method is an aid for results-based management. Always start with the project's LFA matrix and its overall objective, project objectives, intermediate objectives and activities. Read more about monitoring in Chapter six.

When planning a project, always ask yourself *why*. Why is it important to conduct this particular project? Why should it be us who conduct the project (what specific knowledge can we contribute)? Being able to answer the question often indicates that you have got things right in the project.



5. FINANCES IN ORDER

In this chapter you will find information about the specific requirements and rules that apply to projects financed by the Palme Center.

5.1 Budgeting and budget follow-up

It can be difficult to know in advance just how much the project will cost. However, reasonable estimations of costs and income must be made before the application is submitted to the Palme Center. Drawing up a budget is also a helpful tool

when planning the project (see LFA step seven). Remember that there must be clear ties between activities and the budget.

Examples of costs (budget items) that can be included in a project include: food and accommodation for seminars and courses, rental cost of premises for seminars and courses, fees to lecturers, travel costs of participants and project management, cost of interpretation/translation, purchases of materials and administration costs for activities. Do not forget to budget for moni-

Own contribution

With funds from Sida's grants to civil society organisations (CSO) the Palme Center currently provides support up to a maximum of 90 percent of the total project cost. This minimum amount is established by the Swedish government. The Swedish project organisation must provide the remaining ten percent of the project budget. This own contribution shall comprise *cash funds raised in Sweden*.

Funds raised in the partner countries cannot be counted towards the own contribution.

However, the Palme Center looks positively upon the local partner organisation contributing money to increase the project budget, although such money cannot be counted as own contribution.

Within support to party-affiliated organisations (PAO) the Palme Center currently provides support equal to 100 percent of the total project cost. This means no own contribution by the Swedish project organisation is required. For information about which rules apply to other grants please contact the Palme Center.

toring and evaluation activities, as well as for a project audit (read more about audits in Chapter seven).

Always use the Palme Center's budget form when planning your budget. There are instructions for the budget form explaining each budget item and what it may and may not include. For example, expert fees cannot be paid to members of the project group.

The project's costs are to be monitored on a regu-

lar basis (such as monthly or after each activity is completed). If you notice that you have budgeted wrongly, or that some unexpected event affects the project costs, you can request to redistribute your budget (see section 5.3).

Project management

If the project is extensive and requires a great deal of work, project management may in some cases be included as a budget item. The rules for receiving funds for project management vary depending on whether the project management concerns the local organisation or the Swedish organisation.

Project management for the local organisation:

In the partner country the project can finance a local project manager, who is responsible for conducting operations throughout the year. This remuneration shall be explained and motivated in the application. The size of the project management is assessed in each individual case and must always be reasonable in relation to the extent of the project and the project manager's work input. Other functions, such as a financial manager, can also be remunerated.

Division of costs

Sida and the Palme Center require a division of costs between the project costs incurred by the organisation in Sweden and funds forwarded to the local organisation. This division provides a picture of what percentage of the funds are actually used in the partner countries.

This means that the Swedish organisation needs to plan the project budget in close collaboration with the local organisation and together estimate costs and agree on the division of responsibility for the budget and how much money is to be forwarded from Sweden to the partner country.

Remember that wages and other remuneration must be paid in accordance with the tax and salary legislation of the concerned country.

Project management for the Swedish organisation:

If a project manager/financial manager runs the project during his or her working hours within the applicant Swedish project organisation, the Swedish project organisation may be compensated for part of the related salary costs. This item applies only to the project manager and/or financial manager and not to other members of the project group. The total amount of this item must not amount to more than ten percent of the project's total budget.

Expert participation

In conjunction with different types of training and knowledge exchange there may be reason to engage individuals with specialist knowledge. This may concern, for example, the training of study circle leaders or courses in negotiation techniques.

Local experts ought to be used as far as possible. If you apply for a grant for this you must state for whom it applies, what he or she is to do and how much time the expert will spend on the project. Also explain why you need an expert and his or her expertise and previous experience in the field. The expert participation item shall be included in the project budget and motivated in the narrative part of the application.

5.2 Purchasing materials

If materials are purchased for a project it shall be made clear what the materials are to be used for and who owns the materials once the project ends. Motivate in the application why the materials are needed to fulfil the objective of the project.

DO NOT ENCOURAGE THE INFORMAL ECONOMY

The informal sector is extensive in many countries where the Palme Center and our member organisations operate. There is much evidence showing that the informal sector is an obstacle to development, including political opportunities for distributing a society's resources in a fair manner. As such it is important that the Palme Center's projects encourage the formal economy and the formalisation of the informal economy. This can be done in both small and large scale. Remember, for example, that expert fees cannot be paid to members of the project group and that all remuneration and salaries must be paid in accordance with the salary and tax legislation of the concerned country.

The purchase of capital goods (goods for long-term use) shall be approved in advance by the Palme Center. In certain cases the cost of the capital good shall be spread over several years according to the depreciation regulations in the country where the capital good have been purchased and accounted for (see agreement). If any value remains on the capital good once the project has ended, an agreement shall be established regulating the ownership of the good after the end of the project.

Procurement of goods and services

Major purchases of goods or services for the project may require a special procurement procedure. Such procurement shall take place in accordance with Sida's procurement rules. See the Palme Center's website for procurement rules and the applicable amounts. If national/internal procurement limits are lower, these are to be used instead of the amounts established by Sida.

5.3 Agreements and the disbursement of funds

Before funds can be disbursed to a local cooperation organisation an agreement must be drawn up between the Swedish project organisation (the Palme Center or one of its member organisations) and the local cooperation organisation. This agreement establishes the obligations of the organisations involved in the project cooperation. It is therefore very important to read the agreement carefully at the start of the project.

Once an organisation has signed an agreement with the Swedish organisation, it must submit a request for the first disbursement of funds to the project. This is known as a 'request for funds'. The request for funds form can be downloaded from the Palme Center's website. If the request for funds is not received no money can be disbursed to the organisation.

Disbursements to approved projects should take place in two stages: the request for the first half of the approved grant can be made during the period January–June and the request for the second half of the grant can be made during the period July–December.

Since the agreement establishes which activities are to be conducted within the project any major changes to the project must always be approved by the Swedish project organisation. The agreement also establishes the project's budget and as such all major changes to the agreed budget must be approved. In this context 'major changes' means changes to more than ten percent of the project's total budget. Contact the Swedish project organisation if you notice that this may be necessary during the course of the project.

Bank accounts and transferring funds

The local partner organisation shall keep Sida funds in a bank account. The Palme Center strongly recommends that a separate account is opened for the project. Having a separate bank account for a project facilitates accounting and

auditing as well as the calculation of interest received by the project.

The transfer of funds from Sweden to the local organisation must be made via the international banking system to the organisation's bank account. Transfers in the form of cash must not take place. Note that an agreement between the Swedish and local organisations must be in place before money is transferred, and transfers must not be made to private individuals.

Interest on bank accounts

If the local project organisation receives interest on its bank account this interest must be included in the financial reports submitted to the Swedish partner organisation. However, the interest need not be reimbursed and can instead be used for the financed project. Only in cases where the interest is not used by the project shall it be reimbursed to the Palme Center.

5.4 Annual report

An organisation's annual report describes the organisation's entire operations for the previous year of operations. The annual report often comprises an annual report and a related audit report. The Palme Center requires that all organisations carrying out a project with funds from the Palme Center submit their annual report for the most recent year of operations together with the related audit report to the Swedish partner organisation. This is a prerequisite for the disbursement of funds to the organisation.

By reviewing the annual report information is gained about the organisation as a whole and not just about the project funds contributed by the Swedish organisation. In this way an assessment can be made of the organisation's structure and finances, any debts, the auditor's overall assessment of the organisation and more.

5.5 Funds remaining at the end of the year

If there are funds remaining at the end of the year in certain cases the funds can be transferred to the next year. The rules for when this can happen vary depending on the grant used to finance your project. With CSO grants the funds can be extended in conjunction with the yearly report but not in conjunction with the final report. With PAO grants the funds can be extended as long as the Palme Center is not in a final report year in its relation to Sida. Contact your programme manager for information on which rules apply to your particular project. If you wish to transfer funds to the next year, it is important that you send a written explanation to the Swedish partner organisation as to why the funds remain and how you plan to use them. If the Swedish partner organisation approves the prolongation, the transfer should be confirmed in writing by both parties.

Contact your programme manager as soon as possible if during the year you discover that not all planned activities will be conducted. Project funds that are not used and as such are reimbursed can benefit other good project ideas.

If a transfer of funds to the next year does not take place, the funds that remain at the end of the year must be reimbursed to the Palme Center. Once your report has been approved the Palme Center sends a reimbursement letter.

5.6 Documentation and receipts

Documentation (invoices/receipts) supporting the project's costs must always be available. In the case of cash disbursements with no invoices there must be some supporting document to verify the cost, such as a cash receipt or some other document (applies to small costs). If a cash receipt is prepared it must be signed by the buyer and the seller, dated and the purpose stated. All financial documents and other documentation concerning the project must be kept for a

period of ten years after the last disbursement is made. This is because the Palme Center and Sida have the right to request and review project documents for the ten years following the end of a project.

5.7 Cost efficiency

Cost efficiency is a measure of a project's ability to reach its objectives through the best possible use of its resources.

An assessment of cost efficiency ought to be made during the project's planning phase and after the project is completed. In the planning phase the project group can assess different alternatives for attaining a particular result. Which method requires the least resources to reach the desired objective?

After the project is completed an assessment is made of how well the project's objective has been fulfilled and at what cost. Are the costs reasonable in relation to the achieved objective fulfilment? Could we have better fulfilled our objectives by using the same resources in another way? In this way lessons can be learned for future projects. If a project does not fulfil its objectives then it cannot be considered cost efficient.

There are many ways to be cost efficient. One way is to choose affordable goods and services and to compare prices. Good planning most often results in lower prices: a flight that is booked late can cost twice as much as the same trip booked early. However, it is also about achieving results in the project for a reasonable cost.



6. PROJECT IMPLEMENTATION AND MONITORING

6.1 The Palme Center's code of conduct

Getting involved in a project through the Palme Center entails great responsibility. As a consequence, the Palme Center's board has adopted a 'Code of Conduct for Consultants and Representatives of The Palme Center'. This is a governing document which encompasses personnel, elected representatives and organisations who work with support from the Palme Center. Since 2009 the code of conduct is a part of the agreement the Palme Center enters with the applicant organisation.

The code is to be considered a set of minimum regulations. If the Palme Center discovers that someone in a project has behaved in a manner that breaches the code of conduct then said person may be forced to leave the project group or, in the worst case scenario, the project may be terminated.

Some of the central guidelines included in the code of conduct are:

- We must not abuse our position of power. It is not unusual to come in contact with people who are or who feel they are dependent on us. Whether or not the person in question truly

is dependent on you or simply feels that is the case you must never abuse your position in an inappropriate manner. You must never use your position of power to favour others in ways they would not otherwise have enjoyed.

- Your behaviour and conduct with others shall be such that there is never any notion of you demanding or expecting different services or benefits.
- Sexual relations with persons who are or can be seen as dependent on you (that is, who are in some way connected to the project) shall be avoided at all costs. Such a relation risks putting the other party in a position of dependency with negative consequences, both during the project and in the future.
- As regards alcohol we shall have a very restrictive approach. Alcohol is not permitted in activities connected with the project. Drinking and driving is forbidden under all circumstances. Narcotics are strictly off limits.
- The code of conduct also includes sections on discrimination, harassment, prostitution, sexual assault, pornography, corruption and organised crime. The Palme Center can take contractual or legal actions if people are found to be breaching the code. The full code of conduct is available from the Palme Center's website.

6.2 Storing project documentation

In order to be able to easily follow the progress of the project and to facilitate future reports we recommend storing project documentation securely yet easily accessible, such as by using a special binder for the project. This binder ought to be available to everyone in the project group so that important information is not held by only one or two people.

Both the involved organisations and the Palme Center shall have access to the project documentation for the seven years following the end of the

project. If Sida selects the project for a random check they review the documentation and can decide to evaluate the project on location.

It is important that people in the organisation know where the project documentation is stored, so that not only the project manager and financial manager are aware of its whereabouts. The project manager could leave the organisation and in such a case it must be easy for others in the organisation to access the documentation. A project binder can be used to gather all information about the project, such as:

- Original application
- Budget
- Letters reporting decisions from the Palme Center
- Agreement with the Swedish partner organisation/the Palme Center
- Travel reports, journal notes and other documentation
- Interim and final reports
- Correspondence concerning the project
- Information on consultants and experts, such as their CVs
- Newspaper articles or other information material about the project

Moreover, all financial documentation, such as receipts, invoices and procurement documents, shall be stored in a systematic manner.

6.3 Project monitoring and midterm report

In order to determine whether the project is moving in the right direction as things progress it is important already in the planning phase to decide how to monitor the project throughout the year and to assign responsibility for the monitoring of different stages to different individuals. In LFA step seven, 'Indicators of objective fulfilment', measureable indicators are established to

MONITORING

Monitoring is a common concept in development cooperation and essentially involves following up. The aim of monitoring is to acquire an idea of how work is progressing and whether operations are relevant based on the problems encountered in the area. It is primarily the target group of each project that can determine whether the project achieves its purpose.

help determine whether the project is heading towards the fulfilment of its objectives (see Chapter four). These indicators shall be regularly monitored as the project progresses.

At an early stage, reach an agreement with the persons involved in the project as to how to monitor and report on the project during its execution, and decide who is responsible for the following up of each indicator. It is a good idea to keep a project journal. Gathering both positive and negative experiences, small changes and impressions during the course of the project allows you to later gain a better picture of what has been achieved over time.

It is important that the local organisation has a system for systematically monitoring and documenting the progresses towards fulfilment of objectives as the project progress.

Always monitor results on all objective levels: project objective, intermediate objectives and overall objective (see Chapter four). Discuss which activities have been completed and what they have entailed for the target group. Will we be able to reach the project's objectives if we continue as planned or do we need to make changes?

Always use your application as a point of reference and use the project's LFA matrix during monitoring work. The objectives and activities in the application comprise the foundation of the project.

Suggested questions to discuss related to monitoring:

It is primarily the target group of each project that can determine whether the project achieves its purpose. Therefore, it is important to discuss the progress of the project with the target group and other stakeholders. Below are a set of questions that may be useful in the discussions.

- What has the target group learned from the activities?
- How does the target group use this new-found knowledge?
- Which changes in behaviour and relations among the target group can be considered a result of the project?
- Which changes in behaviour and relations among other stakeholders can be considered a result of the project?
- Which changes have taken place within the local organisation as a result of the project?
- What evidence is there that these changes are a result of the project?
- Which are the most important processes that resulted in the changes that have been seen?
- Is it likely that these changes will be permanent?
- What consequences has the project had for the target group/ the local organisation in general?

Also discuss regularly within the project group:

- How far have we come on the road to fulfilling our objectives? Which objectives have been achieved so far?
- Can we look at the indicators established at the start of the project to verify that objectives have been achieved/that we are heading in the right direction for objective fulfilment? Do we need to change the indicators (add, remove)?
- How far have we progressed in the activity plan? Is the project running on time?
- Are the project's activities relevant to efforts to

fulfil the objectives?

- Are the follow up of the conducted activities working satisfactory?
- Are the project's costs according to budget or do we need to apply for redistribution?
- How have the organisation's members/target group/other stakeholder been involved in and informed about the project? Can we increase their involvement?
- Has cooperation been entered with any other organisation? What has this lead to?
- How have the cross-cutting issues gender equality and non-discrimination, HIV/AIDS, sustainable development and anti-corruption been integrated with the project (see Chapter two)?
- How are things going with project administration and financial management? Are the Palme Center's general rules, such as those on fund management and audits, being followed (see Chapter five)?
- Have any of the risks we identified at the start of the project been encountered? Have any other unexpected risks occurred? How have the risks been handled?
- How is the political, social or economic development in the area affecting the project?
- Discuss the project's long-term sustainability. How will operations continue once the Swedish financing comes to an end and how shall we secure permanent results?
- Is there a plan for phasing out and a plan for alternative future financing?

During the course of the project it may be necessary to revise the project plans for various reasons. The budget might be exceeded or activities might be cancelled due to unforeseen circumstances. Always contact your Swedish project organisation/the Palme Center for a discussion and approval of any changes. Changes that are

not discussed and approved in advance can result in an obligation to reimburse the grant.

Communication with your Swedish partner organisation

It is important to maintain good communication with your Swedish partner organisation throughout the project. The more regular your contact, the better your understanding of each other's day-to-day situation. The Swedish organisation need to stay informed about how the project is progressing. Agree early on how you are to stay in touch, which reports are to be sent and when. Both parties are responsible for maintaining good communication.

The cooperation between the Swedish organisation and the partner organisation can vary. Sometimes it is a close collaboration, occasionally more formal. However, a partnership shall always be characterised by mutual respect and awareness that both organisations are equally important if the project is to achieve good results.

It is important to discuss any problems and obstacles that arise so that the project can be as successful as possible.

A clear division of responsibility and an ongoing dialogue on how the project cooperation is working out are important, both between the organisations and within each project group.

MIDTERM REPORT

The Palme Center requires that the project organisation submits a midterm report together with the second request for funds. The midterm report describes activities, results and costs in comparison to the application and the budget for the first project period. A template for the midterm report can be downloaded from the Palme Center's website.

Reporting throughout the project

At the start of the project establish a system for written reports on project progress. It is important that the framework for reporting and the content of the reports is decided together with your Swedish partner organisation, so that both partners consider it beneficial. Reporting can take place monthly, quarterly or biannually, for example.

6.4 Visits from the Swedish partner organisation

It is common for the Swedish project organisation to visit the local organisation during the project. Prior to each trip, it is important that the two organisations discuss the purpose of the trip. Certain trips can be related to particular project activities, such as if representatives from the Swedish organisation are to participate as lecturers on a training course. Other trips can be more related to monitoring the project, with a focus on making sure everything is progressing as planned. These two purposes can often be combined.

Aside from checking the progress of the project with local project management it can also be a good opportunity for the Swedish organisation to meet the local organisation's board, administrators and auditor for the project, as well as to visit field activities. Also consider arranging meetings with other relevant organisations in the area so that the Swedish organisation gains an idea of whether the project's activities and results are seen elsewhere in the local community. Most important is the opportunity for the Swedish organisation to discuss the activities with the project's target groups and to listen to their opinions of how operations work.

During the visit, base your discussions on the project application and LFA matrix and jointly discuss the fulfilment of the objectives of the project. Discuss whether anything has gone better or worse than expected.

6.5 Visits to Sweden

Depending on the project's objective and how the activities are planned, it may be included in the project for your organisation and/or target group to visit the Swedish project organisation. The programme for the visit should be based on the purpose and objectives of the project. It may be relevant to arrange study visits to political and trade union organisations, state agencies and particular companies/workplaces with ties to the project's focus.

In addition to the activities conducted in Sweden it is important to schedule time to thoroughly discuss and review the project. See the example monitoring questions above. Use the project's LFA matrix as a point of reference.

Remember to arrange any necessary insurance and visas in good time. Prior to the visit the participants should be told as much as possible about the programme and all practical arrangements. Information on flights, transfer from the airport to the hotel, where they are staying, weather conditions, which costs are covered by the project and which costs they must finance are all important to know in advance. Ask the Swedish organisation to provide examples of the cost of living, such as the price of a cup of coffee, a meal at a restaurant or a short taxi journey.

Some general advice on safety and security

- Take a copy of your passport and keep it separate from your passport.
- Take a copy of your tickets.
- Take the telephone number for your insurance company.
- Take the telephone number for cancelling debit/credit cards.
- Take copies of prescriptions for medicines, as well as for glasses/contact lenses.

INFORMATION ABOUT YOUR WORK IN SWEDEN

A very important part of the cooperation between the Palme Center's member organisations and the partner organisations around the world is that we inform people in Sweden about what we do and why. By highlighting groups and individuals who currently have little influence and few resources, and by telling how together we are working for change, we can increase understanding for global development issues. This is also a way to make the most of the knowledge held by the local organisations and to influence public opinion for a fairer world. Please share your stories with your Swedish partner, this will be a valuable contribution to the information work in Sweden.

6.6 Conflicts – major and minor

Conflicts are a part of all social relations. We encounter them at workplaces, in our local community, nationally and internationally. Conflicts are a part of change and development processes, and it is neither possible nor desirable to avoid them when they are conflicts of interest. Democracy is just such a process and a system for managing conflicts by peaceful means. So the point is not to prevent conflicts but how we manage them.

Peace and constructive conflict management are strongly linked to dialogue and tolerance for different opinions. The need for this is especially clear when we work in societies where conflicts have had violent consequences. In such situations civil society can play a vital role. Democracy and respect for human rights are prerequisites for peaceful and sustainable conflict resolution. Between individuals and groups, as well as within society in general, there must be room for dialogue, insight and participation.

Many of our projects are conducted in areas

that suffer from destructive conflicts between different groups. In such areas the project will in some way or other affect the conflict and the conflict will affect the project. In order to minimise the risk of this effect being negative it is important to be prepared. We need to know what the conflict is about and which parties are involved in the conflict, and we need to learn about their interests and fears. We also need to consider how the conflict can affect us and how we want to affect the conflict.

It is also important to assess whether the project could possibly cause conflicts within the local organisation or the target group, and if so how they should be resolved.

The Palme Center offers interactive training material on conflict management, *Conflict Academy*. The material is available at www.palme-center.org, and it helps you better understand and work with conflicts.

STRENGTHENED CIVIL SOCIETY IN A CONFLICT-FILLED ENVIRONMENT

"The objective is to strengthen civil society so that the voices of organisations can be heard in a country where ethnic minorities, women and youth have so far had little or no influence."

This is how Carina Eriksson, a programme manager at the Palme Center, summarises the work of the Palme Center in Turkey. The Turkey programme comprises about 25 thematic projects with common objectives that are managed by Swedish project organisations and the Palme Center's secretariat.

"We work with quite complicated human rights issues in Turkey, such as the rights of LGBT (*lesbian, gay, bisexual and transgender*) individuals and the rights of minorities, which historically they have been denied. We emphasise our work with democracy and human rights and act so that a minority or group does not feel disfavoured or discriminated."

Conflict situations in the programme can be more serious, such as in a project to organise women, children and youth in a centrally located slum in Istanbul that the authorities want to tear down. Or conflicts of another common type where male dominance is the key feature. Many men

are not used to women organising themselves and want to be involved and make decisions.

The values of democracy, tolerance and trust and the rights that membership provides are important in all projects, as Carina underlines:

"Our partners have made great progress in the ten years we have been active in Turkey, but the problems remain. For historical reasons, many are still scared to register as they think the authorities can use the information against them."

The Turkey Programme includes both strong, professional organisations and smaller grass roots partners.

"One positive aspect is that they spontaneously network with each other. Human rights organisations with great factual knowledge educate and improve the capacity of often smaller organisations in subjects such as human rights, what applies in national legislation and methods for planning and reporting results. Networking to develop capacity is also a strategy we employ, such as through our cooperation with Youth Study Units at Bilgi University in Istanbul, KAOS GL and Lawyers Without Borders," Carina ends.



organisation should also have the possibility to add observations to the report before submitting it to the Palme Center. The best solution is if you can write the report together with the Swedish partner organisation.

7.1 Reporting results

Working with democracy, human rights and peace entails working with development that takes time. Changes in behaviour, structures and power relations are long-term processes that are also tied to general societal development. But we still have a responsibility to report the results of our operations as well as we can. In Chapter six we provide advice on how to monitor results on different levels throughout the project. It is important to carefully document the changes the project contributes to throughout the year, as this will make it considerably easier to compile the project results at the end of the year.

A good idea could be to make the last activity of each project year a meeting at which you can discuss the project's progress and problems together with representatives from the target group and other actors. The discussions should be based on the indicators you initially established for the project. Always use the project's LFA matrix as a point of reference.

Aside from reviewing the objectives and indicators included in the application, the end of the project year can be a good time to discuss issues concerning the results, such as:

- What has the target group learned from the activities?
- How does the target group use this new-found knowledge?
- Which changes in behaviour and relations among the target group can be considered a result of the project?
- Which changes in behaviour and relations among other stakeholders can be considered a

result of the project?

- Which changes have taken place within the local organisation as a result of the project?
- What evidence is there that these changes are a result of the project?
- Which are the most important processes that resulted in the changes that have been seen?
- Is it likely that these changes will be permanent?

Remember that all organisations that receive funds from the Palme Center are expected to report results connected to all result and objective levels (see Chapter Four).

7.2 Phasing out and local takeovers

Already when planning the project it is important to form an idea of how the Swedish financing will eventually be phased out and how operations will be taken over by the local organisation. Naturally the project shall aim to develop the local organisation and provide the tools necessary to continue the work.

Ways to avoid dependency on development aid and to mentally prepare for the end of the project can include the following:

- To within the project include training courses in, for example, strategic planning and project management.
- To strengthen the local organisation's knowledge of and ability to apply for funds from local authorities, the European Commission and other donors.
- To identify other possible cooperation partners and different types of conceivable operations that can provide an income.

In this way, phasing out can be quite painless and perhaps even an indication that the project has achieved its objective.

Sometimes the project also results in other forms of cooperation, such as the twinning of

7. REPORTING AND EVALUATION

Following each year of operations, a project report is to be prepared to present the results achieved. As previously mentioned, there are several reasons why it is important to present the results of development cooperation efforts. The report shows that the project's activities have resulted in positive change for the target group. The financial report shows that the money has been used responsibly. In this way the complete report provides feedback to project implementers, target groups, donor organisations and Swedish taxpayers.

The report is also an important tool for improving the continued work, as it highlights pro-

blems, difficulties and deviations from objectives and plans. If the organisation's internal reporting procedures function it creates credibility among donors for the organisation's capacity to manage future project funding as well.

The report ought to be based on the collective impression of operations. As such it is important that throughout the project you discuss and make a note of both progress and stumbling blocks. This provides an overview of the whole project, which makes it easier to write the report. It is important that the narrative report is written by the local organisation, who has the most information about the project. Nevertheless, the Swedish

towns between two municipalities or the cooperation partners staying in touch and using each other's knowledge in other contexts.

7.3 Evaluations

External evaluation

Projects must always be monitored and sometimes there can be reason to conduct a more extensive evaluation of the cooperation. Such an evaluation need not take place at a particular time. It can be done while the project is underway, when operations have come to an end or after a number of years have passed.

An external evaluation is always conducted on the initiative of one of the cooperation partners, the Palme Center or Sida, and is most often conducted by an external evaluator. The Palme Center's ambition is that programme managers – together with member organisations and project organisations – are involved and formulate questions, voice their opinions on the choice of methods and participate in data collection and analysis. Participatory evaluations have been shown to work better at strengthening the learning of organisations. The Palme Center conducts evaluations for several reasons, but primarily to learn from the experiences gained through projects in order to improve the organisation's international development cooperation.

Self-evaluation

The Palme Center encourages all project organisations to conduct their own self-evaluations. These are best conducted at the end of the project, such as via workshops where you together with the target group and other stakeholders discuss the project's results, progress and problems. Another method is to use in-depth interviews or questionnaires with the target group. This helps you both to confirm the results and to prepare your final report for the Palme Center.

Some good advice for self-evaluations:

- Use the project's LFA matrix as a point of reference and begin by discussing objectives and results.
- Ask representatives from target groups and other stakeholders about their views of the results throughout the result chain.
- Analyse any obstacles to objective fulfilment and the causes.
- Compile general conclusions and specific conclusions for each major theme/issue.
- Make concrete recommendations that are relevant to your own and other organisations with similar projects.

7.4 Descriptive and financial reports

The reporting comprises two parts: a financial part and a narrative (descriptive) part. Always use the Palme Center's forms for reporting. Forms and procedures are regularly updated, so always check the Palme Center's website for the latest information.

Descriptive reporting

The approved project application together with the project's LFA matrix comprises the basis of the reporting. Each step of the reporting shall relate to the content of the application, thereby highlighting whether the established objectives were achieved and whether there were any deviations from the original plans.

Sometimes the original plans are revised during the year. This is often acceptable, as long as the changes are well motivated and approved by the Palme Center *in advance*. Always use the most recently approved changes when writing the reports.

For each year the project runs a *yearly report* shall be prepared covering the most recent year of operations. Once the project ends a *final report* is written. The final report covers the entire

project period. The descriptive report shall be written mainly by the local organisation, in cooperation with the Swedish organisation.

Describe the project in as much detail as possible to make it easier for the Palme Center to assess the project's successes and problems. This makes it possible to learn new lessons for future projects. The reports shall focus on what the project has achieved, that is, the results on all objective and result levels (see Chapter four).

The final report is based on the yearly reports, information from the regular monitoring and completed evaluations.

Please submit any material produced within the project to the Palme Center.

Financial reporting

The financial report shall compare the approved budget with the real outcome. Forms are updated every year and the current forms can be downloaded from the Palme Center's website.

Reporting in two stages

The local organisation prepares a financial report that is audited and approved by an external, independent and qualified auditor in the country. The report is sent to the Swedish partner organisation (the Palme Center or one of its member organisations).

Supporting documentation (the basis of the financial report – receipts, invoices etc.) is not normally sent to Sweden, but is kept by the local organisation. Note that this material must be archived for seven years. However, the audit documents (audit report and management letter) are included with the report sent to the Swedish organisation.

The report from the local partner organisation shall be received by the Swedish organisation no later than 1 February following the end of each year of operations. This gives the responsible organisation in Sweden time to review the report and forward it to its accountant and auditor in Sweden.

The Swedish organisation's report to the Palme Center must be submitted no later than 1 March each year.

In order to keep to the schedule and maintain good quality in the reporting it is essential that you plan, maintain good communication and regularly monitor the project throughout the entire year. Remember that finalising the report often takes longer than expected.

The same guidelines that apply to the local organisation also apply to reports from the Swedish partner organisation.

More detailed reporting instructions are available on the Palme Center's website.

Audits

All projects financed with funds from the Palme Center shall be audited by an external, independent and qualified auditor. Approved accountant titles are certified public accountant (CPA) and chartered accountant (CA). Local titles equivalent to CPA and CA can be approved.

All projects must be audited in accordance with the Palme Center's auditing instructions, which are available on the Palme Center's website. As such it is important that you review the Palme Center's auditing instructions in time and that your auditor is well acquainted with what is to be audited and how the audit is to be conducted.

JOINT LFA THE KEY TO GOOD REPORTING

"Good reporting, which is also easily achieved, is based on good planning using the LFA method together with your cooperation partner."

So says Barbro Ullberg Gardell, project manager for LO Gotland's development project for gender equality in a village in Palestine. The project began in 2007.

"We spent a whole day planning with our cooperation partner in the West Bank. We started with the problem tree, which was based on the Palestinian women's needs. Then we prepared the entire LFA matrix together. Finally we wrote the application together. So now we and our cooperation partner understand each other perfectly when we are to monitor indicators and report deviations and the fulfilment of overall and specific objectives, as well as how they can be verified."

The participatory aspect is also central to credible and reliable reporting.

Do your reports differentiate different types of results and show how they are related?

"I think so. The project is primarily intended to strengthen gender equality and women's participation and power, but we also report about changed attitudes and behaviours not just among men in the village but also in the governing body – the village council. The council has also changed as a result of the project. This governing body now has a more inclusive approach."

Barbro advises to regularly document what happens in the project throughout the year, such as in journals and detailed travel reports. And remember to be careful not to do everything yourself.

"You should not prepare the reports alone. Make sure everyone in the project group does their part. Ask for help and make the most of each other and others in your organisation. And focus on results, not activities!"

GLOSSARY

Audit: Financial review of an organisation's reporting in order to show that the reporting is reliable and that the money has been used for the intended purpose. Audit shall be conducted by an independent, external and qualified auditor.

Baseline: The starting point of each indicator before a project starts. The baseline describes the situation before a project starts, so that progress can be measured.

Civil society: The part of society that is not a part of the authorities, other public bodies or the private sector, such as churches, trade union organisations, sports clubs and interest groups.

Contextual analysis: An important step in the planning of a project whereby knowledge is gathered about, for example, the social, political and economic environment where the project is to take place.

CSO: Acronym for civil society organisation.

Developing country: Countries in need of development, often with low GDP per inhabitant and with poor infrastructure.

Indicator: Measureable sign/evidence that a change has taken place.

Local organisation: An organisation in a developing country, the Western Balkans or Eastern Europe that participates in project cooperation with Swedish project organisations or the Palme Center.

Member organisation: The 26 Swedish organisations that are members of the Olof Palme International Center.

Monitoring: Following up, checking, gaining an overview of.

NGO: Non-Governmental Organisation. This designation is often used for larger organisations that do not have members.

Organisational development: An organisation's ability to develop, for example, strategic planning, administrative systems, decision making priorities and forms of cooperation.

PAO: Acronym for party-affiliated organisation.

Party-oriented democracy support: The part of Sweden's democracy support that is managed by the parliamentary parties and their party-affiliated development cooperation organisations.

Programme, programme country: In countries in which several different projects are run in key areas of operations these activities are organised into a so-called programme. Such a country is called a programme country.

Project: A project is a venture that is limited in time and resources and has a measureable objective.

Quality assurance: Efforts to ensure high quality.

Request for funds: Request for the disbursement of project funds.

Rights perspective: Activities that assign central importance to the individual's rights; rights that are expressed in the international human rights conventions and in national legislation.

Stakeholders: Stakeholders are the parties who affect or are affected by a project. The LFA model includes a stakeholder analysis as one of the initial steps when planning a project.

Strategy: A long-term plan that regulates how one works to achieve established objectives.

Swedish project/partner organisation: A Swedish organisation that runs a project with funds from the Palme Center. Often one of the Palme Center's member organisations. May also refer to cooperation that take place directly with the Palme Center.

Target group: The group of people for which the project is intended.

SUGGESTED READING AND WEBSITES

The Palme Center's governing documents and methodology handbooks

The Palme Center's Operating Policy

The Palme Center's Operating Strategy

Corruption – an obstacle to development. The Palme Center's methodology support for anti-corruption.

The Palme Center is developing methodology support for gender equality and LGBT (lesbian, gay, bisexual, and transgender) rights, work with HIV/AIDS and issues related to sustainable development and the environment. Contact the Palme Center or visit our webpage for more information.

The Palme Center's online training courses

Conflict Academy. An interactive training course on conflict management on the Palme Center's website.

Working for Democracy. An interactive training course on democracy for political parties on the Palme Center's website.

Read more about Sweden's international development cooperation on the following websites

Sida: www.sida.org

Swedish Ministry for Foreign Affairs:
www.sweden.gov.se/sb/d/2059

Forum Syd: www.forumsyd.org

LO-TCO Secretariat of International Trade Union
Development Co-operation: www.lotcobistand.org

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LFA: En sammanfattning av LFA-teorin: Logical Framework Approach (LFA), (Sida 2006).

Strengthening Sida Management for Development Results (Sida 2007).

Results-Based Management: Towards a common understanding among Development Cooperation Agencies. Discussion paper. Prepared for the Canadian International Development Agency (CIDA 2003).

Palmecentrets projektledarutbildning, föreläsningsmaterial (Palme Center 2010).

Projektplaneringsmatris (Palme Center 2011).

Gör kön till en fråga om makt (Forum Syd 2005).

Applying a Rights Based Approach. An inspirational guide for civil society. Jacob Kirkemann Boesen and Thomas Martion (Danish Institute for Human Rights 2007).

Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation. (Office of the United Nations High Commissioner for Human Rights 2007).

APPENDIX I: **EXAMPLE PROJECT PLANNING MATRIX**

OVERALL OBJECTIVE Note that this objective is established by the Palme Center. Always contact the Palme Center for information on the overall objective that applies to the programme in which your project is to operate.	The Palme Center's partner organisations with a focus on popular education have strengthened their democratic work methods, developed their education activities and cooperate with other organisations in civil society. The target group, mostly youths and women, has been mobilised with the aim of widening their knowledge perspective, getting them actively involved in organisations and associations and thereby giving them the opportunity to influence their local community.		
What do we want the situation to be when the project comes to an end?	What evidence/signs can confirm we have fulfilled our objective?	How shall we measure them?	What are the prerequisites and which risks can complicate matters? How can we minimise them?
PROJECT OBJECTIVE The women in the project have greater social unity, increased influence over local politics and increased real income and thereby a stronger position in the local community and in their families.	INDICATORS 1. At least 60 percent feel that they are stimulated and supported by the comradeship between participants in the project. 2. A system for dialogue between the women's organisation and local decision makers has been established. 3. The women's organisation has influenced local politics. 4. At least 60 percent of the participants state that their social and economic status in the family has increased compared to the situation before the project.	MEASUREMENT METHOD/VERIFICATION 1. Interviews with participants on the organisation's social unity. 1. Observations from monitoring visits. 2. Minutes from meetings with decision makers. 3. Political decisions. 3. Number of submitted motions and proposals. 4. Interviews with participants on the economic situation and decision making in the home.	PREREQUISITES/RISKS Prerequisites The Swedish project members have knowledge of the situation in the region, its needs and challenges. The local cooperation partner has the dedication and desire to cooperate and bring about change. Risks Local decision makers oppose the project. Husbands do not permit their wives to participate in the project.
What do we want the situation to be when each intermediate objective is fulfilled?	What evidence/signs can confirm we have fulfilled our objective?	How shall we measure them?	What are the prerequisites and which risks can complicate matters? How can we minimise them?
INTERMEDIATE OBJECTIVE 1 A functioning democratic women's organisation with true participatory influence has been established. Activities related to the intermediate objective Registration of the organisation. Training in democratic organisation and the establishment of democratic associations. Training in administration and internal governance and control.	INDICATORS 1. The organisation has established statutes, a membership register, a plan of operations and minuted meetings. 2. Premises are available suited to continued operations. 3. There is division of responsibility within the organisation, with clearly delineated areas of administrative responsibility.	MEASUREMENT METHOD/VERIFICATION 1. Certificate of registration, statutes, membership register, plan of operations, minutes from meetings. 1. Photos from meetings. 2. Rental agreement. 2. Receipts for purchases of suitable equipment and regular bills. 3. Organisation chart.	PREREQUISITES/RISKS Prerequisites The country's legislation permits the establishment of civil society organisations. The women of the region have an interest in becoming members of the women's organisation. The project's activities are planned for a time that enables the women to participate. Risks Most participants have no tradition of democratic organisations, and lack experience and knowledge of the same. As such one risk is that the decisions will be made by a small number of strong-willed individuals. Husbands do not permit their wives to participate in the project.
INTERMEDIATE OBJECTIVE 2 The women have increased knowledge and the necessary conditions to organise themselves and influence the local community. Activities related to the intermediate objective Training in local political influence and methods of popular education. Workshop where local decision makers are invited to initiate a dialogue and establish a structure for political influence. Experience exchange in Sweden.	INDICATORS 1. The women meet regularly, once a month. 2. The women have greater knowledge of how they can influence their local community. 3. The local politicians accept the women's organisation as a dialogue partner and listen to their views of current affairs. 4. At least one politician lobbies the women's issues in local politics.	MEASUREMENT METHOD/VERIFICATION 1. Number of meetings held, minutes from meetings. 2. Interviews with women who have participated. 2. Questionnaires after each training course. 3. Minutes from workshop with decision makers. 3. Number of submitted and accepted motions and proposals. 3. Political decisions. 4. Minutes from meetings. 4. Interviews with the participating politicians.	PREREQUISITES/RISKS Prerequisites The project's activities are planned for a time that enables the women to participate. Risks The training courses will be held by the Swedish project organisation. As such one risk is the cancellation of travel plans due to unforeseen circumstances (such as an ash cloud). Unwillingness among local politicians to communicate with and listen to the women's organisation and its views
INTERMEDIATE OBJECTIVE 3 The women have increased their disposable income and have thereby increased their decision-making power in the family. Activities related to the intermediate objective Training in business administration, organisation, handicraft production and sales.	INDICATORS 1. The women have knowledge of business administration and how they can use the income from the sale of handicrafts to strengthen their role in the family. 2. Income from handicraft sales has increased. 3. The women find that they have increased their share of decision making in the family.	MEASUREMENT METHOD/VERIFICATION 1. Interviews with women who have participated. 1. Questionnaires after each training course. 2. Financial report on the purchase of materials and sales. 2. Interviews with women who have participated. 3. Interviews with women who have participated.	PREREQUISITES/RISKS Prerequisites The project's activities are planned for a time that enables the women to participate. Risks Husbands do not permit their wives to participate in the project.

PROJECT HANDBOOK

FOR PROJECTS FUNDED BY THE PALME CENTER

This handbook is a support material to local project organisations conducting projects funded by the Palme Center.

Contact the Palme Center or visit our website for methodology support in other subjects.

www.palmecenter.org