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OPERATING POLICY

THE OLOF PALME INTERNATIONAL CENTER

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1. ABOUT THE OLOF PALME INTERNATIONAL CENTER

1.1 History

The Olof Palme International Center is a cooperative body active in international issues on behalf of the Swedish labour movement. The organisation was founded in 1992 through the merging of the Swedish Labour Movement's International Centre (*Arbetarrörelsens Internationella Centrum*, AIC), established in 1977, and the Swedish Labour Movement's Forum for Peace (*Arbetarrörelsens Fredsforum*), established in 1981. In day-to-day use, the name is usually abbreviated to the Palme Center. The organisation's statutes state its purpose to be the following:

"The Olof Palme International Center works in the spirit of Olof Palme for democracy, human rights and peace. The Center is a cooperative body active in international issues on behalf of the Swedish labour movement."

1.2 Member organisations

The Palme Center has three founding organisations: the Swedish Co-operative Union (*Kooperativa Förbundet*, KF), the Swedish Trade Union Confederation (*Landsorganisationen*, LO) and the Swedish Social Democratic Party (*Socialdemokraterna*, SAP). In addition, national organisations with direct ties to any of the key organisations, or even a close affiliation, can gain membership.

At present, there are 26 member organisations. Most of them are associations comprised directly of individual members, often affiliated via local associations, local unions and districts, for example. Others comprise member organisations, which in turn are comprised of individual members. All in all, the Palme Center's member organisations encompass a large share of Sweden's population. This strong foothold, combined with the values and long-standing international involvement of the Swedish labour movement, comprises the foundation of the Palme Center's contribution to international solidarity efforts.

1.3 Focus

The Palme Center has a unique profile in that it gathers popular movements which work with social, trade union and political issues. We represent more than a century of experience of popular movements, developing democracies and alleviating poverty. Via the international networks of the labour movement, we have long-standing, well established and good contact with popular movements and democracy campaigners throughout the world. As an organisation, the Palme Center's added value is our unique profile, our extensive experience and our international network.

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 to thereby shape their own lives. In order to achieve this in the best possible way, our work is split into two areas:

- International development cooperation
- Communication and public debate

The Palme Center works in close concert with 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. The Palme Center defines civil society as an arena, separate from the state, the market and individual households, in which people organise and act together for joint interests. This is achieved via, among other things, social movements, trade union organisations and political parties, as well as other popular movements.

The Palme Center shall contribute to the labour movement's international efforts by organising its own activities and by supporting the member organisations in their international efforts. The Palme Center has operations throughout the world and actively cooperates with several hundred organisations. With the Swedish labour movement's experience as a firm foundation, the Palme Center plays an important role in the creation of interfaces between different organisations and arenas for realising democratic change. Operations are financed with donated funds, taxpayers' money channelled mainly through Sida (Swedish Agency for International Development Cooperation), but also through the EU, and returns on our own assets.

1.4 The Palme Center's goals and target groups

The Palme Center's overall goal is a world of peaceful societies based on democratic ideals and in which everyone is considered equal and given the same rights. Operations shall be conducted in a manner that contributes to the fulfilment of this goal.

Overall goal of the Palme Center's international development cooperation:

- Operations shall result in the Palme Center's partner organisations, and the people working for them, developing their ability to activate and organise people in their efforts to influence the societies in which they live, and thereby their own lives.

Target group of the Palme Center's international development cooperation:

- People involved in civil participation, trade union community work and party political organisation in social democratic and progressive organisations in the countries in which the Palme Center operates.

Overall goal of the Palme Center's communication and public debate:

- Operations aim to highlight the structures that hamper development. As such, this work shall contribute to increased knowledge, greater commitment and increased mobilisation for international solidarity, human rights, democracy and peace.

Target group of the Palme Center's communication and public debate:

- Members and others who are active in the Palme Center's member organisations, people with an interest in international matters and who sympathise with the values of the labour movement, decision makers, public debaters and the media.

All activities which the Palme Center organises or participates in shall be assessed based on relevance, sustainability, feasibility and cost efficiency. The result of operations is measured at different levels. At project level, it is often possible to identify concrete results that can be measured quantitatively. At programme level, each country programme shall have goals and indicators formulated so as to enable the reporting of the project's combined results. At the broader country and regional levels, appraisals are generally employed of how the Palme Center and our partners have influenced processes for change in our respective areas of operations.

2. THE PALME CENTER'S POLITICAL PRIORITIES

The Palme Center's goal is a world of peaceful societies based on democratic ideals and in which everyone is considered equal. Our political priorities are human rights, democracy and peace. Each requires the others: Without respect for human rights, we have no democracy and no peace. Without democracy, we have no human rights and no peace. Without peace, we have no democracy and no human rights.

2.1 Human rights

All people are of equal worth, regardless of who we are or where we come from. Human rights – as expressed in the UN's Universal Declaration of Human Rights from 1948 and a number of other conventions – comprise a whole. They are universal, inseparable and mutually dependent. This means that political and civil rights are as important as social and economic rights. An individual's right to work, education and food are prerequisites for functioning freedoms of opinion and association.

The fight against poverty is, at its core, a fight for human dignity and human rights. Fighting poverty is about efforts at many different levels in order to strengthen people's ability to provide for their own needs and to develop as individuals. Poverty is as much about a lack of security and influence as it is about a lack of material wealth. Human rights, democracy and peace are necessities in order to create a world free from poverty.

Violations of human rights can never be accepted. The same criteria must apply regardless of where human rights are violated. No culture or religion has the right to hold itself above the universal values of human rights.

As such, the Palme Center shall:

- Support people organising in order to strengthen respect for human rights.
- Influence public opinion on, and increase knowledge about, human rights.
- Act to ensure that respect for human rights characterises all activities which the Palme Center organises or participates in.

2.2 Democracy

We believe in people's right and ability to take control of their lives and their surroundings. All people have equal rights to participate in the governance of society. Societies in which power sits in the hands of the people are superior to all other forms of government. Democracy creates the conditions for people to live their lives freely, and is a form of government which, in the long term, can resolve conflicts peacefully.

Faith in the democratic society is fundamental to the labour movement; a principle founded in values as well as experience of reformist achievements. No society can gain permanence and thrive without a firm basis in the free will of people to form communities. Strong popular movements and a healthy civil society are not only forces of change in themselves; they are also an essential part of the democratic infrastructure.

As such, the Palme Center shall:

- Increase people's opportunities and willingness to participate in democratic processes in order to influence the societies in which they live, and thereby their own lives.
- Contribute to the development of democratic popular movements, trade union organisations and progressive political parties throughout the world.

- Influence public opinion on, and increase knowledge about, democracy.

2.3 Peace

People will always seek freedom. As long as it is refused, peace is at stake. Long and lasting peace can only be established in societies based on human freedom and equality.

Every individual's freedom and security is closely connected to everyone else's freedom and security. The fundamental principle of common security that Olof Palme often spoke of means that people cannot achieve security only in relation to one another, but rather must achieve security together. Globalisation characterised by increased peaceful interaction between countries, organisations, people and other actors strengthens peace. But it demands well functioning rules. International law and its institutions must be strengthened. This is why a UN that stands up for human rights, democracy and peace is of the utmost importance. This also applies to different regional collaborations, such as the European Union, the African Union and UNASUR, which follow the UN Charter.

The EU is a driving force for human rights, democracy and peace, outside as well as inside Europe. The EU has an important role in contributing to a more democratic world and has many tools at its disposal, not least its own power of attraction. In states neighbouring the EU, this power of attraction can be used by people to pressure their regimes into fulfilling EU requirements on democracy and human rights.

As such, the Palme Center shall:

- Support initiatives that promote dialogue and understanding between parties to existing or potential conflicts.
- Contribute to the strengthening of the ability of people and societies to handle conflicts and crises peacefully.
- Influence public opinion on, and increase knowledge about, peace and security.

3. CHALLENGES IN AN ERA OF GLOBALISATION

The growth and spread of new developments in areas such as production technology and healthcare offer the people of the world safer and richer lives. Not least as trade and exchange increase. However, the possibilities offered by globalisation are not always evenly distributed. The modern world is characterised by wide gaps in welfare and power, between people and between countries. The primary challenge faced by the labour movement is to create a world of peaceful societies based on democratic ideals and the principles of all humans being of equal worth and afforded equal rights.

Globalisation offers great opportunities. The economic globalisation of the past few decades has created increased welfare and contributed to alleviating the poverty suffered by several hundred million people. In the wake of globalisation, the distance between people has shrunk, and knowledge and understanding of living conditions on the other side of the world have increased. And every day, the demand for democracy, human rights and social security grows all around the world. Never have there been as many democracies as today. With democratic elections between free parties, citizens can place demands on social reforms and human rights at work.

At the same time, the world is still deeply unjust. Some 1.4 billion people live on less than two dollars a day. Of these people, a large majority are women and more than 90 percent of the world's assets are owned by men. Due to the most recent financial crisis, the world will have trouble reaching the millennium goals. Each day, 25,000 children around the world die of starvation or starvation-related conditions, and more than 100 million children do not go to school. Some 40 million people live with HIV and more than a billion people lack access to clean drinking water. Every year, trade union activists are imprisoned and tortured and tens of thousands of people lose their jobs for trying to organise. Low-cost countries are played out against each other, hampering political and trade union attempts to improve conditions.

Consequently, globalisation can be both good and bad. Generally, however, the greatest challenges are faced by those who are not an active part of globalisation. We want to see globalisation that is not purely economic, but also political and social, and which benefits all world citizens.

It has become increasingly clear that in the hunt for fast and favourable profits, international capital does not take humans aspects into consideration. People are traded like goods. For the labour movement, that people shall compete for jobs through wage reductions, poorer working conditions or lowered environmental requirements is unacceptable. The informal economy is growing, not least in developing countries. Unregulated or directly illegal conditions mean no rights for workers and small enterprise. Deregulation and privatisation which increase human exploitation hamper sustainable development. Ownership, contractual and work rights for the poor create an opportunity for true growth. As a result, the right of association – whether for popular movements, trade unions or political parties – is a central issue.

Consequently, the Palme Center's conclusion is not to try to prevent globalisation, but instead to attempt to contribute to steering it. This requires popular movements, firm political decisions and cooperation between trade unions and politicians. Just as the labour movement has changed society and the world in the past, we are striving to do the same in the future as well.

4. CHANGING THE WORLD - THE PALME CENTER'S CHANGE THEORY

The Palme Center's change theory is based on the practical experience accumulated by the Swedish labour movement over a period of more than a century. In part through its own activities, and in part through contact with partners in other countries. This experience shows the power of people's commitment and ability to organise. Associations are powerful tools for people to both influence and direct society. They contribute to popular acceptance of societal development and to sustainable democracy. However, this requires that the associations are democratic and thereby stronger than their leaders.

Society is not static; society undergoes continual change and democratic associations must follow societal development. When progress has been made, people must both defend the advancement and prepare for the next step. Standing still is not an option. As such, the Palme Center wants to be a dynamic organisation – a popular movement – that brings together different organisations with the same goals.

The Palme Center's change theory means that we:

- Understand that the world is constantly changing and that people can influence development.
- Believe in the positive power of people organising themselves in democratic associations.
- See the importance of the exchange of ideas between people and associations.

With civil participation, societies can be swayed in a democratic direction. This benefits the people and reduces poverty. The will of the people must always be the deciding factor and as such civil participation is both a goal and a means.

With a firm foundation in the Swedish labour movement's experience of changing society, the Palme Center has three primary areas that comprise our core skills in international development cooperation:

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

The Palme Center's support for this shall be based on the particular circumstances of each society and the forms for organising and participating. The Palme Center strives to give the concerned target groups great influence over activities and goal formulation. By prioritising these three areas, we can benefit from the experience and knowledge held by the member organisations while also providing the support and contacts requested in the countries in which we work.

Changing the world also requires communication and public debate, not least in order to highlight the structures behind unequal living conditions. By informing about the world and expressing our opinions, we can encourage more people to get involved and influence the direction in which society develops. Consequently, the Palme Center works with communication and public debate in order to promote civil participation and to broaden and increase knowledge and awareness of – and increase involvement in – global development issues, human rights, democracy and peace.

Successful efforts on human rights, democracy and peace demand continual follow-ups, social and contextual analyses and knowledge accumulation. These are central to the operations of the Palme Center.

5. CROSS-CUTTING ISSUES

The Palme Center's operations are permeated by four perspectives: equality and non-discrimination, HIV and AIDS, sustainable development and anti-corruption.

5.1 Equality and non-discrimination

The Palme Center's operations are based on the conviction that all people are equal and have equal rights. All people shall have the same power to shape society and their own lives, regardless of sex, gender identity or expression, ethnic background, religion or other belief, disability, sexual orientation or age. Consequently, we work with equality and non-discrimination, with a clear feminist perspective and with an awareness that different types of discrimination interact with one another. Working with gender equality is about promoting democracy and the idea that all people are equal and have equal rights – regardless of sex. But it is also about peace, in part because peace negotiations and peace agreements that include women are better accepted and more long-lasting. Working with equality and non-discrimination is also about working with liberation from subservience, from violence and from stereotypical expectations that limit people's choices in life. The overall goal of the Palme Center's work is:

- To contribute to all people having the same power to shape society and their own lives.

5.2 HIV and AIDS

HIV and AIDS are closely connected to human rights. Vulnerability to and the risk of being infected with HIV increase when human rights are not respected. As such, human rights and gender equality are two key issues that characterise our work against the spread of HIV. The right of association, freedom of expression and independent media are fundamental to the work to reduce the spread of the disease, as is the right to information, education and health. Particularly important are sexual and reproductive health and rights. The overall goal of the Palme Center's work is:

- To contribute to the fight to stop the spread of HIV.

5.3 Sustainable development

Environmental damage and climate change affect us all, no matter where we live. But those who suffer the most are the poor, who have smaller margins and little opportunity to evade the consequences of environmental damage and climate change. The result is a widening of the gaps between people and an increased risk of war and conflict. Working for a sustainable environment and a sustainable climate is as much about directly saving the environment and the climate as it is about contributing to poverty alleviation and asserting future generations' right to life. Work for a sustainable environment and a sustainable climate are given parts of the Palme Center's work. The overall goal of the Palme Center's work is:

- To contribute to a sustainable environment and a sustainable climate.

5.4 Anti-corruption

The Palme Center has zero tolerance for corruption. Corruption is a threat to democratic processes and poverty alleviation, and a breeding ground for conflict. As such, the Palme Center works actively against corruption of all forms and considers anti-corruption efforts a natural and important part of our work. The overall goal of the Palme Center's work with anti-corruption is:

- To contribute to poverty alleviation, the rule of law and democracy, and in our own work to ensure that taxpayers' money and donated funds are used correctly.

6. INTERNATIONAL DEVELOPMENT COOPERATION

After more than a century of societal change and building democracy, the Swedish labour movement represents a valuable source of experience for building a society characterised by freedom, equality and solidarity.

In the Palme Center's operations, the member organisations, with their special experiences, comprise central resources. They are also important links to partner organisations, via the international federations and networks of trade unions, parties and educational associations of which they are part.

6.1 Thematic limitations

An important principle for the Palme Center's operations is that goals and activities shall be based on the needs of – and as identified by – the target group. Also paramount to the outcome is protecting the added value which the Palme Center's unique profile offers by concentrating activities on the areas in which the Palme Center and its member organisations hold expertise.

With this as a starting point, the Palme Center's international development cooperation is split into three primary areas: civil participation, trade union community work and party political organisation.

1. Civil participation is fundamental to a functioning democracy. People must be given the opportunity to group and organise themselves in order to participate in societal development. As such, the Palme Center supports:

- The development of strong and independent popular movements and civil societies throughout the world.
- Increased exchange between popular movements and civil society on the one hand and established political decision makers on the other.
- The involvement and organisation of the young, women and disadvantaged people in particular.

2. Trade union community work is based on the workplace comprising an important hub for people throughout the world. Strong, democratic trade union organisations are a prerequisite for worker influence, fair wages and other good working conditions. In addition, the trade union organisations are important to societal development. As such, the Palme Center supports:

- The development of strong and democratic trade union organisations throughout the world.
- Increased trade union–party political collaboration throughout the world.
- The involvement and organisation of the young, women and disadvantaged people – such as migrant workers and people in the informal sector – in particular.

3. Party political organisation and functioning parties are required in order to combat poverty and promote democracy. These are the prerequisites for a parliamentary democracy. The more the people are involved in political parties, the better the chances of democracy functioning. As such, the Palme Center supports:

- Strong party political organisation and the development of democratic and well functioning progressive parties throughout the world.

- Strengthened cooperation between popular movements and civil societies on the one hand and political parties on the other.
- Attempts by, in particular, the young, women and disadvantaged people to get involved and participate in party politics.

In certain countries, it may be the case that activities cannot be arranged in any of the primary areas. The alternative is to formulate either additional areas, which as with civil participation, trade union community work and party political organisation strive for the same programme goals, or a separate project.

6.2 Partner organisations

The Palme Center's international development cooperation is conducted together with and via popular movements and organisations in civil society which can contribute to increased civil participation, trade union community work and party political organisation, to the benefit of increased respect for human rights, democracy and peace.

The Palme Center shall work actively to broaden its contact network among popular movements and in civil society in the countries in which it operates and, in the first instance, shall cooperate with and support democratic and member-based grassroots organisations or popular movements, or associations with the potential to develop into such organisations. In situations where popular movements and the local civil society are poorly developed, such as due to conflict or dictatorship, exceptions can be made. In such cases, the Palme Center can cooperate with professional NGOs (non-government organisations) working to support the growth of democratic, member-based organisations.

Within the party-oriented democracy support, most of the partner organisations are members of the Socialist International (SI), in which the Swedish Social Democratic Party has long had an important role as a member organisation. However, it has proved relevant in certain cases also to support parties and political groups that do not belong to the SI, but which have a democratic and progressive focus.

The organisations conducting projects shall show clear ownership, but the Palme Center is responsible for providing support in the development of the partner organisations' capacity and systems for planning, monitoring and reporting. This support shall be based on the unique circumstances of each organisation and comprise an integrated part of the work.

6.3 Geographic limitations

The Palme Center shall prioritise work in countries exhibiting considerable inequality in terms of economic distribution, social status or power. Efforts are also relevant in countries with forms of government that can be categorised as authoritarian regimes and defective democracies. An additional important factor in the choice of countries is to make the most of the trust and historical ties that exist between the Swedish labour movement and the relevant organisations and parties. Establishing an equally footed cooperation demands a level of trust that takes time to earn, but which in a decisive manner contributes to the feasibility of the operations. A decisive factor in the choice of countries can be the expected effect of operations with consideration for the networks through which the Palme Center and its member organisations can act.

As such, the geographic scope of our activities is a reflection of the Swedish labour movement's international contacts, which have been built up over decades. The member organisations' global networks also provide a basis for the Palme Center's development

cooperation, which encompass all continents where Swedish development cooperation can be conducted in compliance with current guidelines. These are:

- Africa
- Asia
- Latin America
- Middle East
- Western Balkans
- Eastern Europe

Furthermore, the Palme Center's activities are limited to a reasonable number of countries in each region. The reason is to make the best use of the Swedish labour movement's resources and unique expertise.

The countries are split into three categories:

- Programme countries
- Project countries
- Other countries

A programme country has activities in at least two of the three primary areas or is a country where activities are of such a large extent that they ought to be organised as a programme.

The guideline definition of a project country is that all projects belong to one of the three primary areas, that is, civil participation, trade union community work or party political organisation.

Other countries can include what are known as phase-out countries, countries included in multilateral networks and countries which are of central importance to the Palme Center's work for peace and security due to their disadvantaged situation.

In addition to country projects, the Palme Center also has global and regional projects.

6.4 Regional presence

In four regions, the Palme Center has built up operations around regional hubs with overseas offices: Johannesburg in southern Africa, Manila in Asia, Ramallah in the Middle East and Sarajevo in the Western Balkans. Moreover, the Palme Center has local offices in Belgrade, Pristina, Tirana, Gaza and Istanbul.

The purpose of establishing regional hubs is to strengthen the Palme Center's presence in the field, to help form partnerships and to help conduct pre-studies and plan, execute, follow up and monitor operations. This is also a means for the Palme Center to provide project workers with additional guidance and thereby meet increasing demands on administration and project reporting.

The Palme Center intends to examine how the overseas offices ought to be developed and how to strengthen our field presence in Latin America and Eastern Europe, which currently lack overseas offices.

7. COMMUNICATION AND PUBLIC DEBATE

Changing the world also demands communication and public debate. By both informing about the world and expressing our opinions on international development cooperation in general and as regards individual projects, we want to contribute to organising and mobilising people with a common interest in achieving social and political change.

7.1 The focus of our activities

The Palme Center's communication and public debate is inspired by Olof Palme's role as a knowledgeable and skilled contributor to public debate and popular education. The Palme Center shall provide a clear and powerful voice in support of human rights, democracy and peace. We shall continue to work to secure the labour movement's involvement in and sense of responsibility for global development issues.

The Palme Center shall be an organisation of many words as well as actions. By highlighting groups and individuals with little influence and few resources, we can increase understanding for global development issues. Information shall be provided in a way that best enables us to reach our target groups. In its communication and public debate, the Palme Center shall utilise the knowledge of our partners and our international development cooperation.

The Palme Center shall offer factual and easily understood information about our international development cooperation. We shall inform about how the work is conducted and the results it delivers. The purpose of the Palme Center's communication is to get more people in our prioritised target groups interested in global development issues, human rights, democracy and peace, and to increase knowledge of these subjects.

Public debate aims, among other things, to highlight the structures that create and maintain unequal conditions. Our public debate shall increase international solidarity, and act as a driving force in the debate on human rights, democracy and peace. The aim is to influence the stance taken by politicians and other decision makers to better combat world poverty. With analyses and arguments based on our shared values, and by involving more people in the debate, in both our member organisations and other organisations, public debate can achieve results.

7.2 Partner organisations

The Palme Center conducts some of its communication and public debate activities together with others: member organisations, partners and other related organisations. This network provides unique opportunities for reaching many people throughout the world.

The labour movement: Our member organisations are especially important to the Palme Center's communication and public debate. Together, our message is given more force and our operations are improved.

Other popular movements: The Palme Center holds seminars and other activities together with other organisations, and is a member of various networks in civil society in order to reach a broader audience, to further the discussion and to strengthen opinion on global development issues.

European and international fora: We are a member of various European and international networks which gather organisations with operations and goals similar to our own. These networks aim to promote the exchange of experience and to increase opportunities to cooperate.

7.3 Limitations on operations

Subjects

The Palme Center's communication and public debate shall be limited to primarily concern:

- The Palme Center's political priorities: human rights, democracy and peace.
- The structures that create and maintain the gaps which we and our partners aim to combat.
- The Palme Center's primary areas in international development cooperation: civil participation, trade union community work and party political organisation.
- The Palme Center's prioritised geographic areas in international development cooperation: programme countries, project countries with extensive operations and other countries of special importance to the Palme Center's work for peace and security.

Target groups

Target groups of the Palme Center's communication and public debate:

- Members and those active in the Palme Center's member organisations
- People with an interest in international matters and who sympathise with the values of the labour movement
- Decision makers, public debaters and the media

8. QUALITY ASSURANCE AND LEARNING

The Palme Center's quality assurance and learning are conducted with the aid of controls and audits, reporting and evaluation, methodology development and education, as well as continual risk management work.

8.1 Controls and audits

The Palme Center shall regularly monitor and control its operations and finances. The Palme Center's audits of operations financed by Sida shall be conducted in compliance with Sida's audit instructions. The Palme Center shall be audited by qualified auditors, who, together with an elected auditor, are appointed at the Palme Center's annual meeting. As a part of the Palme Center's quality assurance work, all projects run via a Swedish project organisation shall, in any given year, be included in the statistical population for the random checks that the Palme Center conducts each year. The aim is to ensure that project organisations which are granted funds conduct the projects in compliance with the guidelines issued by the Palme Center and Sida. Special procedures apply to random checks. The Palme Center's overseas operations shall be audited by qualified auditors in the countries in question. We offer support to project organisations in finding qualified auditors. The Palme Center educates overseas partners and their accountants in financial accounting and auditing. This education shall also be offered to Swedish project organisations and their auditors.

8.2 Reporting and evaluation

Each year, the Palme Center shall report on its operations in its annual report. Following each financial year, reports are prepared on the international cooperation projects, in order to present the results. Reporting shall constitute a method for evaluating and improving the work conducted. The Palme Center's international development cooperation financed by Sida shall be reported in compliance with Sida's instructions.

The Palme Center shall continually evaluate its operations. By evaluation we mean a process of systematic examination of the value or benefit of something. This evaluation work shall be conducted in compliance with the Palme Center's evaluation policy and in accordance with a long-term evaluation plan. The Palme Center's reporting is used in the evaluation of its international development cooperation.

8.3 Methodology development and education

The Palme Center shall continually work with methodology development and education. The aim is to improve operations and strengthen learning within the organisation. The results of checks, audits, reporting and evaluations shall be used in the Palme Center's methodology development and education. The target group of methodology development and education comprises employees, member organisations, partner organisations and project organisations. Employees and project workers comprise a valuable bank of knowledge and experience that acts as quality assurance centrally, as well as for projects and local partner organisations. As such, it is critical to operations that we maintain a high level of expertise among volunteers and professionals involved in the projects. In order to ensure the quality of the operations run by project organisations, each year the Palme Center shall arrange courses in project planning, reporting, following up and other subjects. The selection of partner organisations and projects shall be influenced by their ability to benefit from such training. In order to retain and increase the knowledge held by personnel, the Palme Center shall regularly arrange courses for its employees in areas relevant to operations.

8.4 The Palme Center's risk management work

Risks and risk management are a natural part of all operations and as such shall be considered something we must do in order to reach our goals. Due to the nature of the Palme Center's operations, employees, project workers and even operations may be subject to situations that entail high risks. As such, we work to identify and manage different types of risks in our operations, such as personal and financial risks. This work entails:

- **Risk identification:** We shall work continually and methodically to identify and highlight the most important risks to which the organisation, employees and other workers are exposed.
- **Risk management:** The Palme Center shall manage risks methodically and with the primary aim of preventing risks and the secondary aim of damage control.

The overall goal of the Palme Center's risk management work is that it shall encompass all operations and comprise a continual and systematic process to improve operations.

9. SOURCES OF FUNDING

Our operations are financed with funds donated to the Swedish Labour Movement's International Solidarity Fund (Solidarity Fund), taxpayers' money channelled mainly through Sida, but also through the EU, and returns on our own assets.

At present, we are highly dependent on Sida for our financing. It is important that the Palme Center is able to uphold its independence. With more sources of financing, operations would be less sensitive to the decisions of individual financiers.

The Palme Center has increased its efforts to seek other financing alternatives, such as from other Swedish government agencies, other countries, the European Commission, European and international foundations and UN agencies.

The Palme Center is dependent on donated funds. In part to cover our share of the joint financing required by operations funded by Sida's grants to civil society organisations (CSO), and in part to conduct other types of projects. Over the coming years, the Palme Center shall develop its methods for increasing donations to the Solidarity Fund.

We shall also develop opportunities for organisations to donate to specific projects which the Palme Center runs centrally, and which match the donor's own operational concept and profile. Such project adoption can be of interest to our own member organisations as well as others who share our views of human rights, democracy and peace.

The aim is for the Solidarity Fund to be able to finance not only our share of the joint financing of development projects, but also completely separate activities in line with this operating policy. The ability to independently support people's campaigns for human rights, democracy and peace throughout the world is an important part of the Palme Center's identity and mandate.