

Partnership Evaluation of Forum Syd 2001–2003

**Department for Co-operation with
Non-Governmental Organisations,
Humanitarian Assistance and
Conflict Management**

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Sida Evaluation 05/16

**Department for Co-operation with
Non-Governmental Organisations,
Humanitarian Assistance and
Conflict Management**

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Abbreviations

CBO	Community Based Organization
CSO	Civil Society Organization
NGO	Non-Government Organization
SAK	Svenska Afghanistankommittén

1. Introduction

Background

A considerable part of Swedish development assistance is channeled through NGOs. In recent years, disbursements to NGOs for development co-operation have exceeded SEK 900 million per year. At present, the NGO Division at Sida provides funds to Swedish organizations and their co-operating partners in approximately 100 countries.

In order to streamline the administration and assessment procedures for project proposals from NGOs, Sida has introduced a system of frame agreements with 13 large NGOs¹. As part of the frame agreements Sida allocates funds, on a yearly basis, to these organizations which, on Sida's behalf, administer, assess, approve or reject project proposals from other Swedish NGOs. The 13 organizations that have frame agreements with Sida are either operative organizations or so called umbrella or apex organizations. The operative organizations cooperate directly with local partner organizations in the recipient countries. The umbrella organizations administer Sida's support to other Swedish NGOs and their counterparts in developing countries or emerging economies (the latter are referred to as local partners).

Sida has commissioned Swedish Development Advisers AB to evaluate support through one of the apex organizations, namely Forum Syd². Forum Syd has been contracted by Sida to assess, approve or reject project proposals from other Swedish NGOs and administer Sida's funds for approved projects. One of the conditions for the funding is that the Swedish CSO is one of two "partners" where the other partner is a CSO in a developing country or emerging economy.

The World Bank uses the term Civil Society Organization to refer to the wide array of non-governmental and not-for-profit organizations that have a presence in public life. These organizations express the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. CSOs therefore comprise community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

Sida has chosen to define Civil Society by way of elimination, namely as "An arena, separate from the state, the market and the individual household, in which people organize themselves and act together to promote their common interests."

The Partnership Hypothesis

Sida has established the main parameters for its support through CSO partnerships³. They are:

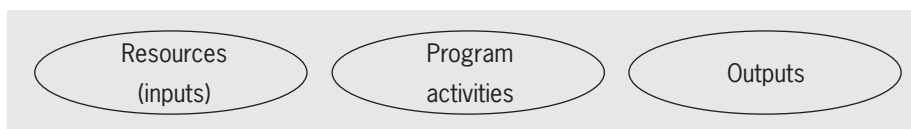
- that two CSOs cooperate (one Swedish and one in a developing or emerging economy),
- that the funds are provided to implement a joint project, and
- that the initiative for the project should be common for the two partner organizations i.e. come from the partnership.

¹ The frame agreements are based on procedures, principles and criteria laid down in Sida's "Conditions and Guidelines for NGO support."

² Swedish Development Advisers AB and Swedegroup AB are partners in a consortium (Gothenburg Development Group) which is the contracting party for this study. The work under this assignment has been carried out by Swedish Development Advisers AB

³ Guidelines for Sida's support to development programmes of Swedish NGOs.

The project is what defines the support. Sida defines a project as an activity that has a beginning and an end as well as one or several overall objectives, defined expected results, requisite means and a budget.



In addition Sida defines the nature of the partnership cooperation that it wishes to foster. Two guiding principles are:

- that the Swedish CSO should develop a “close cooperation” with a partner in the recipient country (close cooperation exists when both partners contribute skills and resources and work towards a common goal), and
- that the cooperation shall have the “character of human resource and organizational development” (defined as developing knowledge, understanding and skills of a partner organization in order to “enable it to take over and run the activity ... itself.”)

These “guiding principles” contain definitions of both activities and outcomes. The latter are different from those resulting from the project. They are methodological as opposed to project outcomes. The partnership model of development assistance is based on an implicit hypothesis that an extra outcome is created because of the manner in which projects are conceived, conceptualized and implemented. The extra outcome takes the form of local CSO organizational and human resource development and it is presumed to, in turn, result in a strengthening of the respective country’s civil society.

The Terms of Reference

Sida’s aims with the evaluation are to

- assess if the aims of the support have been met,
- assess the relevance, effectiveness, impact and sustainability of the achievements,
- provide information in order to reconsider the validity of the original assumptions and
- gain insights on improvements on the broader development policy and practice.

The purpose of the study at hand is to evaluate not only the projects Sida supports through Forum Syd but also the additional benefits that Sida seeks to achieve by the particular “partnership method”, i.e. to test the partnership hypothesis. This is illustrated by the following parts of the Terms of Reference where Sida asks for

- an assessment of the quality and results of the partnerships

The quality of a partnership is closely linked to the results of the same. The Consultants argue that a partnership that produces good project outputs has quality. This is also the dimension that is of relevance for a financier of projects, where funds are to be used to achieve an improvement for a target group.

The definition of a quality partnership used in this evaluation is thus

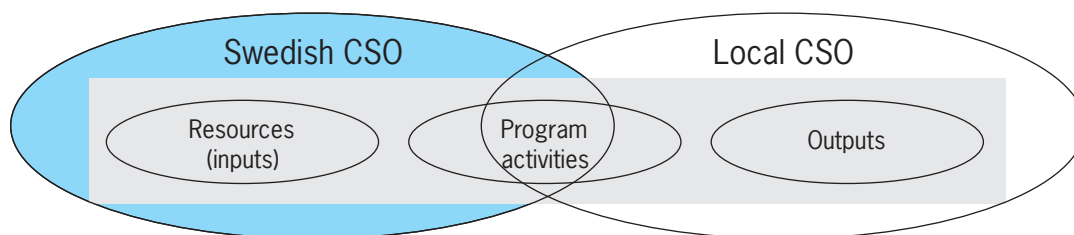
 - positive results for the CSOs,
 - positive results for the target group,
 - sustainability (the ability of the local CSO to carry out activities on its own) and
 - endurance of the partnership beyond the Sida funded project.
- information intended to increase Sida’s knowledge about the relationship between Swedish CSOs and their local partners

The Consultants have gathered information about each individual organization and on the partnerships. This is presented in sections 4 and 5.
- information and assistance to Forum Syd in order for Forum Syd to better understand its role and possibly develop internally

A review of Forum Syd’s processing of application, support to CSOs, follow-up routines and management of its development workers is presented in section 3. Suggestions on improvements of the process are also provided in the summary at the end.

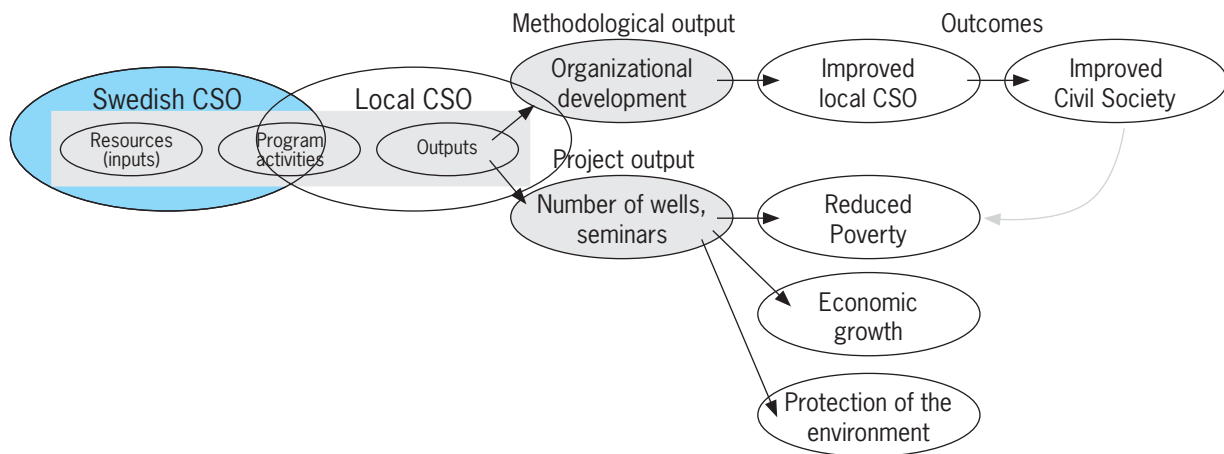
The Partnership Methodology

The methodology Sida uses for funding projects under the “partnership” frame agreement can be illustrated by the exhibit below:

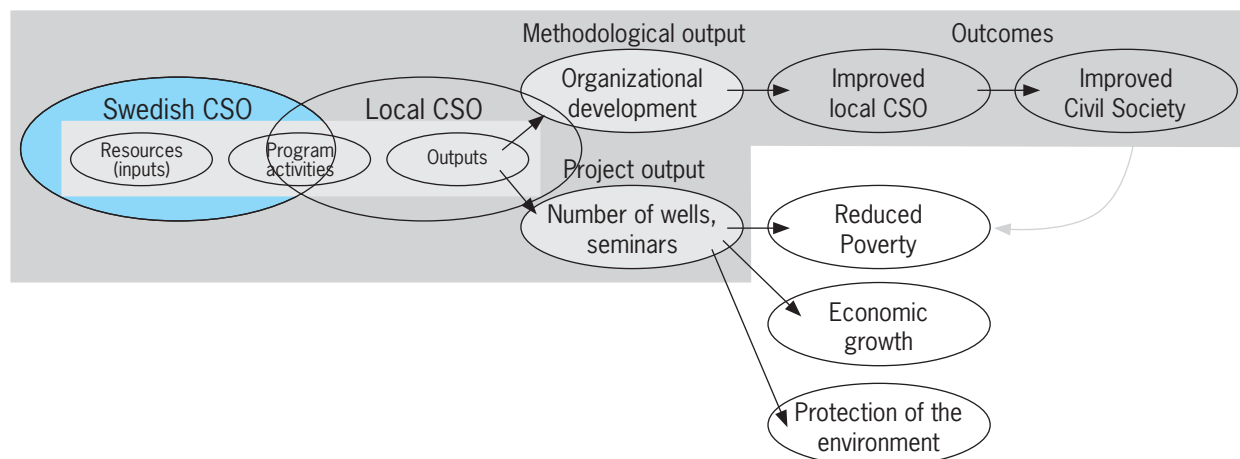


One expected output is the planned results as specified in the project proposal. This varies from project to project. It can be, for example, number of schools built, number of teachers trained, number of children fed at school etc. These outputs should, in turn, yield reduction in poverty, improved environmental protection etc.

An additional output, “the methodological output”, is that the project should lead to an improved local CSO which yields a methodological outcome in the form of a stronger, more diversified and more democratic CSO and improved local Civil Society. The exhibit below is a graphic illustration of the dual benefit streams assumed to result from the partnership method of funding development projects.



Given the strong emphasis on the partnership aspect of the support the Consultants have focused the evaluation on the methodological outputs and outcomes and limited the analysis of project results to their direct outputs. This focus is illustrated by the shaded areas of the graph below:



This Report

This report was prepared by Swedish Development Advisers (the Consultants). The consulting team comprised Ms. Åsa Königson, team leader, Mr. Bo. Andreasson, financial analyst, Mr. Jens Larssen, market survey and interview expert, Mr. Ulf Weidling, engineer and financial analyst, Mrs. Gertrud Hermanssen, market analyst and Mrs. Charlotte Mathiassen, civil society and NGO expert.

Section two presents the methodology used for the evaluation i.e. stratified sampling while section three describes the projects approved and funded by Forum Syd between 2001 and 2003 and how Forum Syd's processes for managing the approval and management of projects. The subsequent section describes the partnerships that have been evaluated, their characteristics and the type of projects implemented by them.

Section five presents the findings of the evaluation i.e. the fulfillment of Sida's requirements and goals. The final section summarizes the findings and presents recommendations.

2. Evaluation Methodology

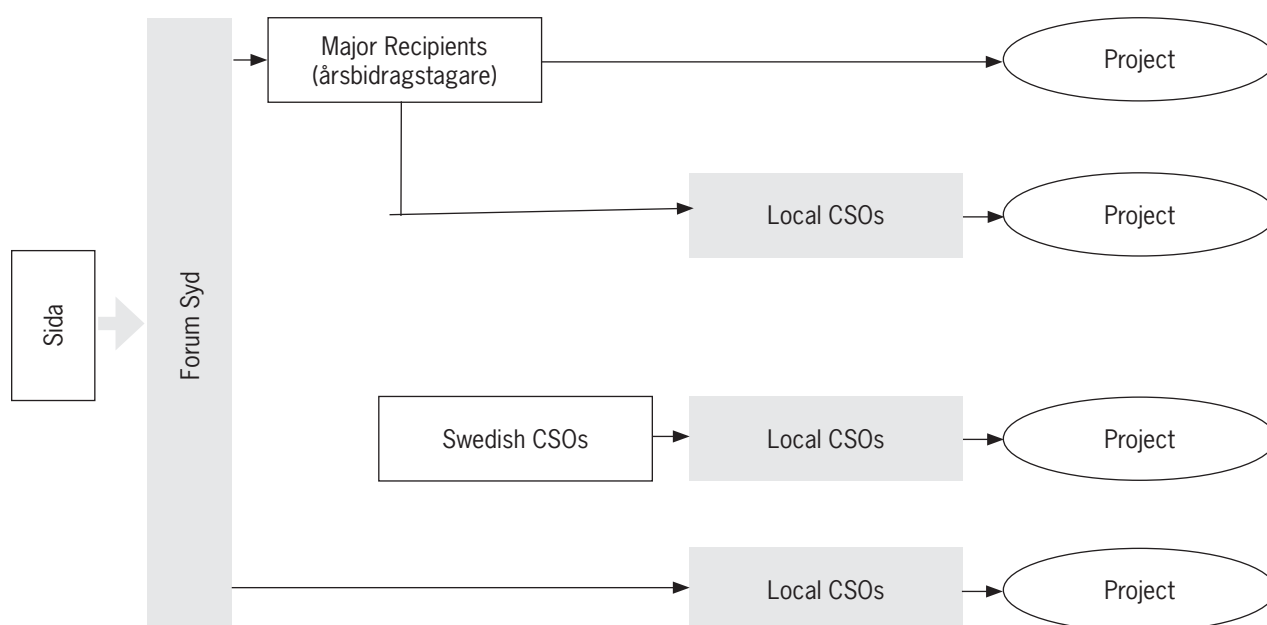
Three Types of Partnership Funding Arrangements

The evaluation has focused on support provided by Sida's SEKA department through Forum Syd between 2001 and 2003. During this period Forum Syd processed some 1,400 applications of which 763 were recommended for Sida's approval. The total amount of funding for the approved partnership projects was SEK 343 million.

For the purpose of this study a partnership is defined as the voluntary cooperation between a Swedish CSO and a local CSO over a period of time of no less than 12 months. It focuses on partnerships which have either resulted in a project or that are on-going.

According to Sida's guidelines, a project is defined i.e. an activity/program/project with a specific beginning and end. The activity should have an overall objective, defined expected results, requisite means and a budget.

This evaluation reviews three different arrangements for funding projects through Forum Syd⁴:



All partnerships are project focused i.e. funding is provided based on an approved application where funds are to be used for an activity during a specific time period. All the partnerships involve one or more CSO, either Swedish or domiciled in the recipient country. The three main types of funding arrangements are described below.

⁴ The emphasis has been on activities addressing development issues and adhering to Sida's overriding objectives. Sida decided not to include the following activities supported by Forum Syd in the analysis.

- 1) Pre-feasibility studies (förstudier) and audit reports (revisionsinsatser) as these may or may not have resulted in a project,
- 2) Exchange with set amounts (utbyte med schablonbidrag),
- 3) Youth programs (Ungdomsfonden) and
- 4) Partnerships between Swedish and local CSOs in Belarus.

Major Recipients

Major recipients (in Swedish *Årsbidragsmottagare*) are organizations engaged in long-term development work. These CSOs have been approved by Forum Syd as recipients of regular annual Sida grants. Forum Syd reviews the Major Recipients' annual funding requests typically comprising several projects and keeps in frequent contact with the Major Recipients. The Major Recipients can reallocate funds between projects during the year after consultation with Forum Syd.

Swedish – Local CSO Partnerships

The second funding arrangement is for partnerships between a Swedish and a local CSO. In this case Forum Syd receives project proposals, reviews these in discussion with the applicant Swedish CSO and approves or rejects the proposal. Forum Syd typically approves about 55 percent of all project proposals. Thus in 2003 some 202 project were approved of about 370 project proposals received. The funding is project specific as opposed to organization specific as in the case of the Major Recipients.

Forum Syd screens projects for Sida, reviews and adjusts project proposals if required, supports the CSOs during the approval process, provides training for the Swedish CSOs and reviews projects once completed. Forum Syd also reports to Sida on-going projects and finalization of projects.

In this case Forum Syd has a control and support function providing training and education to the CSOs carrying out approved projects.

Forum Syd – Local CSO Partnerships

In the case of the third funding arrangement Forum Syd recruits and employs development workers that are seconded to local CSOs. Here Forum Syd, itself, is the Swedish part of the partnership and thus responsible for the implementation of the project.

For the purpose of this study a development worker is defined as an expatriate with a professional background who works in a developing country. The development worker receives a salary for his/her work in the less developed country and is employed on a short to medium-term contract.

Forum Syd's aim is that a Swedish CSO be brought in to provide day-to-day support to the development worker and to help the local CSO develop. The Swedish CSO does not take on the employer responsibility, but supports the development worker with its network.

Methodology

Sida's funds are granted to partnerships for the use in a project. As all available data with Forum Syd is project based the Consultants initiated the evaluation by selecting a sample of projects. This provided information on the partnerships implementing the projects. The Consultants conducted three different types of interviews with partners in partnerships that had been granted funding for at least one project:

Type of interviews	Number of interviews
In-depth interviews with selected Swedish CSOs, the Major Recipients and with selected development workers.	57 interviews
In-depth interviews with local CSOs (partners to the Swedish CSOs selected for in-depth interviews).	43 interviews
Telephone interviews with randomly selected Swedish CSOs.	33 interviews
Total	133 interviews

Sample Selection

The partnerships selected for interviews represent a *stratified sample*⁵. The Consultants have chosen to analyze partnerships that have implemented projects that appear to be representative of the approximately 558 projects implemented and funded by Sida during the period 2001 to 2003. In order to ensure the relevance of the sample, its size in relation to the total population was increased to 25 percent. This corresponded to 10 percent of all the projects.

The selection of partnerships was guided in part by Sida's practical considerations. Sida opted to exclude South-East Asia and Eastern Europe since there had been recent evaluations of CSOs in South-East Asia and since support to the new member countries of the EU will be phased out. Zimbabwe was excluded due to the current political situation and Forum Syd's limited activities in the country. The areas that were deemed important to investigate were those where Forum Syd has sponsored a large number of projects which could be reached and accessed by the Consultants at a reasonable cost in terms of time and travel expense. These were:

- Eastern Africa: Tanzania, Kenya, Uganda and Ethiopia
- Central America: Nicaragua and El Salvador
- Somalia and
- Russia.

Local CSOs in all of those countries apart from Somalia were visited. Attempts to arrange visits to the projects in Somalia were started in November 2004 and continued through to April without success. They failed because of lack of security, political instability and logistical problems.

The Consultants began by analyzing the portfolio of projects in each of the above areas. A selection of projects was arrived at based on

- the amount of funding received,
- the category of issue addressed by a project as defined by Forum Syd's, e.g. democracy, health, environment, education and infrastructure and
- the timing of the project (2001, 2002 or 2003).

As a first step, in-depth interviews were carried out with 43 Swedish organizations. The Swedish CSOs provided the contact details for the local CSOs. With the help of this information and assistance by the Swedish CSOs the Consultants set up appointments with local CSOs in seven countries. The fieldwork comprised visits to and in-depth interviews with 43 local CSO in the different countries as shown in the table below.

⁵ A statistically representative sample for a population the size of 558 projects should represent at least 20 percent and be randomly selected.

Country	Number of in-depth interviews with local CSOs
Russia	13
Nicaragua	8
Ethiopia	5
Kenya	5
Tanzania	5
El Salvador	4
Uganda	3
Total	43

During and after the fieldwork, an additional 14 interviews were carried out with the remaining Major Recipients and with partner organizations that had employed development workers.

The final phase consisted of telephone interviews with Swedish CSOs. These were selected from the complete list of projects supported through Forum Syd between 2001 and 2003. In total 33 such interviews were carried out with Swedish CSOs cooperating with local CSOs in the following countries:

Country where partner CSO operates	Number of telephone interviews with Swedish CSOs
Africa	11
India, Pakistan and Bangladesh	10
Russia and former Soviet states	6
Middle east (Iran, Iraq, Palestine)	3
Eastern Europe	2
Latin America	1
Total	33

A list of persons interviewed and a summary of the partnerships included in the evaluation as compared to all partnerships can be found in Appendix 1.

The Interviews

An important tool for preparing interview guides and questionnaires has been “Sida’s guidelines for contributions to development programmes for Swedish NGOs”. In summary, the guidelines state that the cooperation between a Swedish and a local CSO *should*

- develop human resources and organizations,
- support and develop knowledge, understanding and skills of a partner organization to enable it to take over and run the activity...

The projects supported by Sida through Forum Syd are very divers in nature and carried out by organizations that differ in size, organizational maturity, financial strength, purpose etc. The Consultants used a sequential approval in order to arrive at a comprehensive interview guide that could be applied to all projects. The four steps were the following:

1. Definition of indicators or proxies for measuring:
 - Quality of a partnership
 - Organizational maturity and strategic vision
 - Internal routines and ability to document results
 - Impact on Civil Society

- Feasibility of the project
 - Relevance of the project
 - Sustainability of an organization
2. Preparation of interview guides to be used during the in-depth interviews. The first interview guide was prepared for Swedish CSOs. It was thereafter slightly modified so that it could be used during interviews with local CSOs and abbreviated again in order to be used for the telephone interviews.
 3. Testing and modification of the first interview guide by the interview teams.
 4. Interviews and compilation of the data gathered during the interviews in three main databases; one for the Swedish CSO, one for the local CSO and one for the telephone interviews.

The interview guides used for the Swedish and local CSOs as well as for the telephone interviews can be found in Appendix 2. The interview guide helped the Consultants gather information in a consistent manner on each of the aspects mentioned above. The following is a summary of the structure of and logic behind the interview guide.

Outputs/outcomes	Indicators
Quality of a partnership	Duration of partnership
	How the partnership was initiated
	Frequency of contacts between the CSOs
	How each CSO contributed to the end result
	Swedish CSO's knowledge of their partner organization
	Relative size of each partner
	Aims of each CSO (matching or not)
Organizational maturity and strategic vision	If the partnership continued after the completion of the project
	Ability of each CSO to clearly define and communicate the purpose of their organization
	Ability of each CSO to define aims and goals for the cooperation
	Existence of future plans and financing methods
Internal routines and ability to document results	Measurement of goals for the project
	Project management routines
	Financial reporting routines
	Information routines
Impact on civil society	Corporate governance routines and documents
	The CSO's assessment of its ability to
	• reach vulnerable groups,
	• play a role in advocating members' rights,
	• communicate and spread information
	• network with authorities and other CSOs
• help improve the situation for disadvantaged groups and	

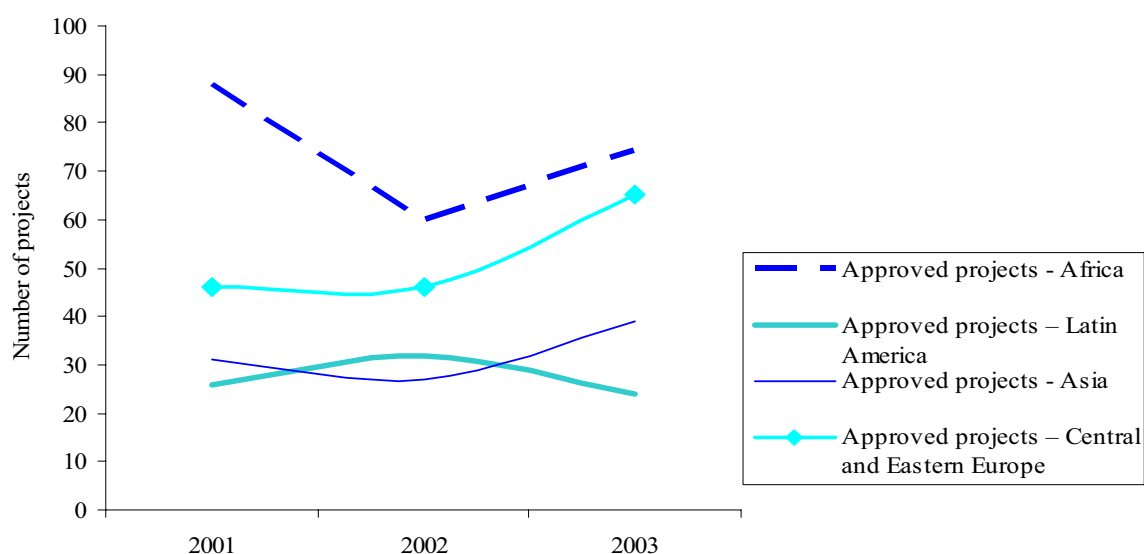
Feasibility of the project	Analysis of the feasibility of the project before beginning Skills assessment of each CSO Establishment of follow-up measures
Relevance of the project	Definition of target group Definition of quantifiable goals for the project
Sustainability of the organization	Size Skills of the organization Sources of future funds

3. Forum Syd's Operations

Forum Syd 2001–2003

During the period 2001 to 2003 Forum Syd provided support to 285 Swedish CSOs and for 558 projects⁶ implemented by them. The graph below shows the number of approved projects by Forum Syd between 2001 and 2003.⁷

Number of Approved Projects Forum Syd 2001–2003



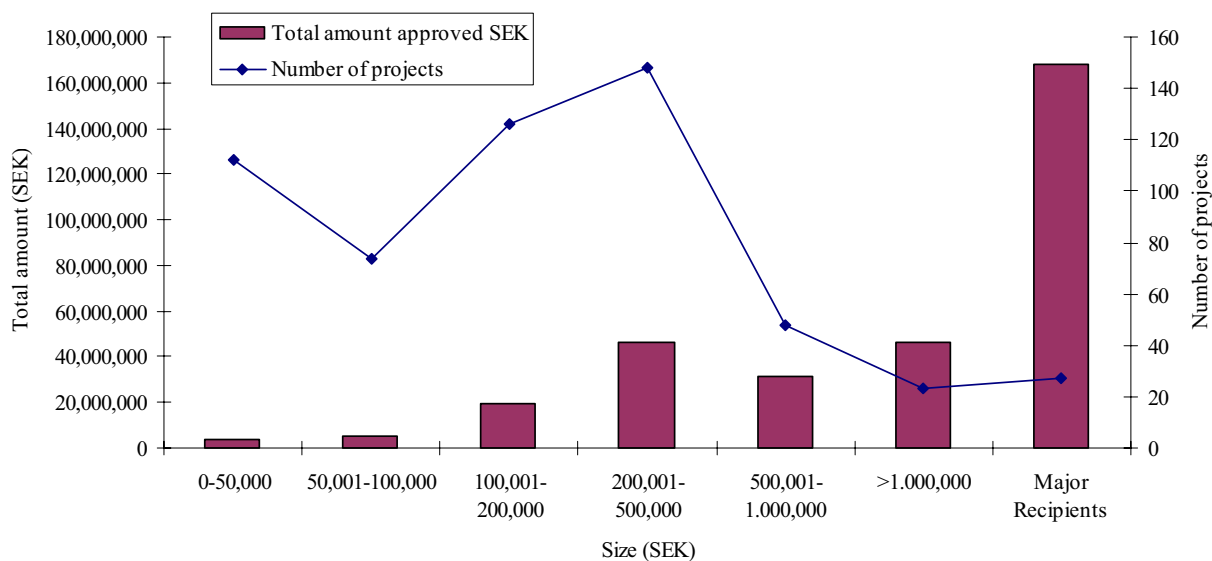
Between 2001 and 2003 the total number of approved projects increased somewhat, from 191 to 202 with a trough of 165 in 2002. The number of projects approved in Latin America decreased overall during the period while projects in Central and Eastern Europe increased.

⁶ Excluding pre-feasibility studies and audits.

⁷ Funds disbursed to Forum Syd between 2001 and 2003 can be found in Appendix 4.

The distribution of the projects in terms of amounts was as follows:

Distribution of Projects, Amounts and Numbers



Forum Syd supported nine Major Recipients during the period and 285 other Swedish CSOs.

The projects approved during the period 2001 to 2003 were located in the following countries:

Region	Countries	Approved projects during 2001–2003 ⁸	Percentage distribution of projects
East Africa	Tanzania, Kenya and Uganda	75	13
Horn of Africa	Ethiopia, Somalia, Eritrea	70	13
South Asia	India, Sri Lanka, Pakistan, Bangladesh	55	10
The Balkan Countries	Estonia, Latvia and Lithuania	56	10
Rest of Europe		54	10
Eastern Europe	Russia	47	8
Rest of Africa		47	8
Rest of Asia		40	7
Southern Africa	South Africa, Namibia, Mozambique	32	6
Rest of America		31	6
Central America	Nicaragua, El Salvador, Guatemala, Honduras	30	5
South America	Bolivia, Colombia, Ecuador, Peru	21	4
Total number of projects		558	100

⁸ Excluding major recipients and pre-feasibility studies.

During the period 2001 to 2003, Forum Syd provided funds to projects carried out by the following nine Major Recipients:

Major Recipient	Total funding through Forum Syd during 2001–2003
Föreningen Sofia (formerly Arbetargruppen för landbygdsutveckling)	3,672,000
Svalorna Indien Bangladesh	8,683,200
Gambiagrupperna	9,717,000
Framtidsjorden	9,952,000
Svalorna Latinamerika	13,793,000
Svenska Afghanistankommittén (SAK)	20,064,000
IOGT-NTO	20,622,000
Världsnaturfonden (WWF)	37,493,000
Vi Planterar Träd	43,750,000
Total	167,746,200

The organizations that received the largest amount during the period were organizations with an environmental focus; Vi Planterar Träd and WWF. A brief description of each of the Major Recipients is provided in Appendix 3.

Another important form of Sida support is the provision of funds for development workers. During the period 2001 to 2003 about SEK 84.8 million or 20 percent of Sida's total support to Forum Syd's CSO activity was represented as salaries and living costs for development workers. Of this some SEK 45.2 million went to Swedish CSOs and SEK 39.6 million to development workers employed by Forum Syd itself.

The current profile of a development worker is that he or she is between 35 and 45 years old and have professional experience. Development workers are engaged because of their skills and experience in a particular area. The aim is that they should help the local CSO develop their own knowledge. This is to be done by contributing own expertise and advice to local staff and volunteers. Development workers are not employed to work in Sweden.

Swedish CSOs, Major Recipients and Forum Syd all employ development workers. For each development worker, the Swedish CSO receives a standard amount to cover salary and living costs per month. This amount should cover total direct costs and Swedish CSOs are currently not required to finance any part of the development workers salary or living costs.

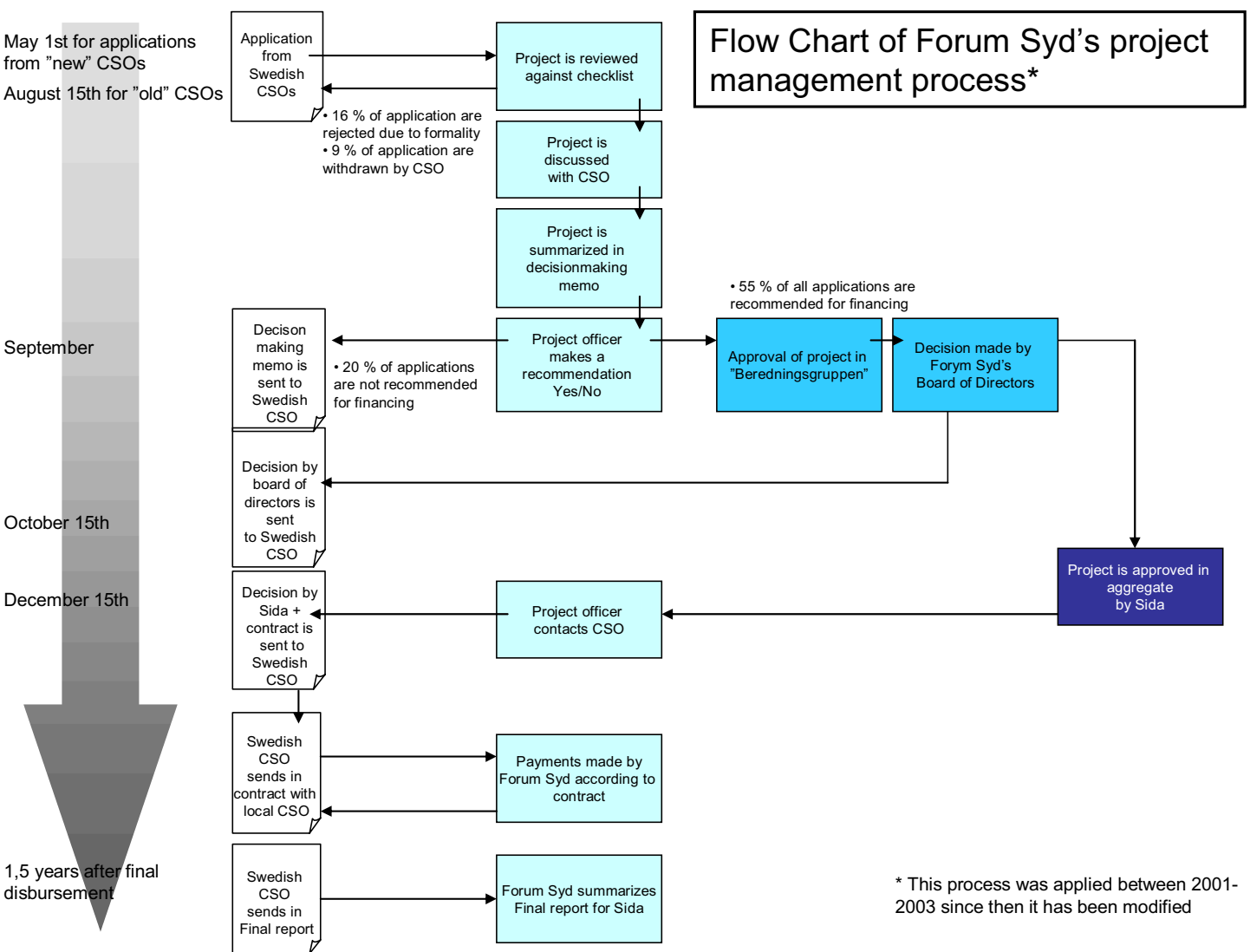
Year	Standard monthly amount for a development worker (SEK)	Amount spent on Swedish CSO's development workers	Equivalent development worker months	Amount spent on Forum Syd's development workers	Equivalent development worker months
2001	21,218	13,885,626	654	13,660,677	633
2002	21,792	14,650,536	672	12,345,451	566
2003	22,195	16,631,777	749	13,609,974	613
Total		45,167,939		39,616,102	

Major Recipients employ a majority of the development workers. Between 60 and 70 percent of the development workers output (in terms of man-months) is used by Major Recipients. Forum Syd is the CSO that employs the largest number of development workers.

How Forum Syd Manages a Project

Flow-Chart of Forum Syd's Project Management Process

The following section describes Forum Syd's process for approving or rejecting project and managing the project once it has been approved.



* This process was applied between 2001-2003 since then it has been modified

In the "Guidelines for Frame-organizations", Sida emphasizes the importance of assessment and examination of local partners, projects and Swedish CSOs. Less emphasis is placed on evaluation of results. Forum Syd's organization and processes are therefore oriented towards the application, screening and approval process. Once implementation of a project begins, the main project related activities handled by Forum Syd are disbursement of funds and collection of Final Reports.

Forum Syd's process for Major Recipients is different from that of the other CSO partnerships. The contracts between Forum Syd and Major Recipients allow the Major Recipients to reallocate Sida's funds between projects. However, they are required to discuss such changes with Forum Syd's project officers.

The interviews have revealed that Forum Syd's application screening and approval process is seen as cumbersome and bureaucratic by many of the Swedish CSOs. The high turnover of staff is also commented upon. The CSOs complained that different project officers demand different sets of information.

The application screening procedure is further complicated by Forum Syd's requirement that documentation should be in Swedish. According to Forum Syd, it is up to the project officer to accept or reject documentation in other languages than Swedish. However, all documentation used by Forum Syd that was reviewed by the Consultants was in Swedish.

The knowledge and experience of Forum Syd's staff is recognized by many CSOs. The project officers typically have good knowledge of the countries for which they handle projects. They have often worked as development workers in the region in respect. The project officers also add value to the Swedish CSOs' efforts by carefully reviewing project proposals. In many cases the project plans and funding applications are modified and improved upon together with Forum Syd's projects officers. Additional support is offered in the form of courses in project management, organizational development and on development issues arranged by Forum Syd. Forum Syd's project officers visit local CSOs on a regular basis to follow-up on progress.

Documentation of Partnerships

Forum Syd requires partnerships that apply for Sida funds to provide a number of documents such as annual reports, financial reports, statutes, contact details, contracts between the two partner CSOs and documents that show that the partner CSOs have cooperated for at least one year. The Consultants' review of the documentation for the projects included in the evaluation showed that annual reports and statutes were available in a majority of the cases.

The documentation reviewed was in Swedish although many organizations use English and are therefore required to translate the documents. This puts unnecessary work on the Swedish CSOs as they are forced to translate the communication with Forum Syd for the local CSO. In several cases, the Swedish CSO does not have the ability or time to translate Forum Syd's documentation, and the local CSO is left out from the application and project planning phase altogether.

Information about the local CSOs was difficult to retrieve or did not exist within Forum Syd. Contact details of the local CSOs were mostly erroneous and out of date and documents about or from the local CSOs were not available.

The Consultants have collected statutes and other documentation for those local CSOs that were formally registered organizations. In many cases, this was the first time anyone (including the Swedish CSO) had asked for such documents. However, it is important to verify the registration of the local CSO as the legal implications in the case of a project gone wrong, fraud or other situations can be different for different types of organizations and differ widely from country to country.

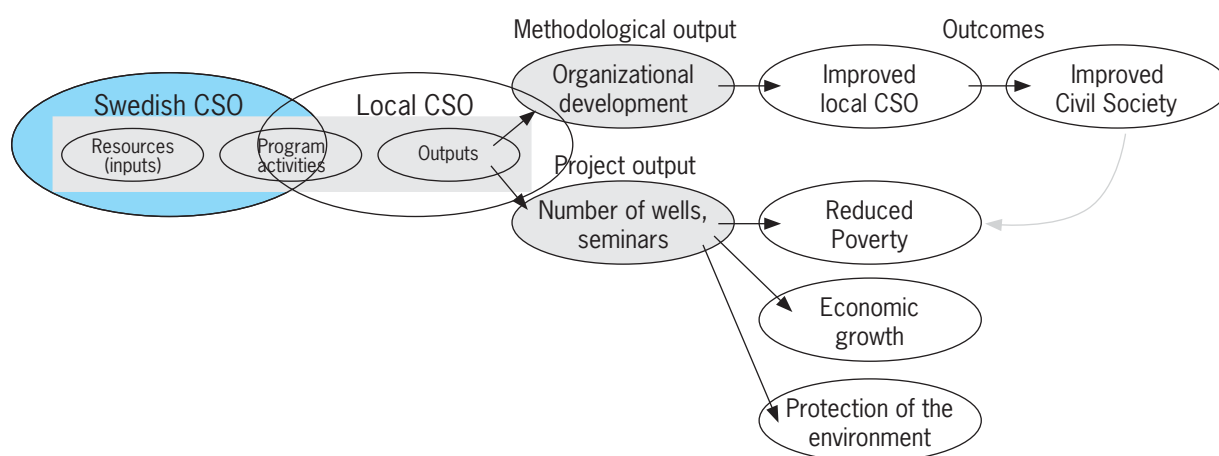
Forum Syd prepares its own decision-making memorandums. These are compiled and presented to Sida in October each year. In 12 cases of the 90 partnerships included in the evaluation, however, decision-making memorandums were not available in the folders provided to Sida⁹. Final reports are and have been an issue for Forum Syd. Forum Syd has had problems getting the CSOs to send them in

⁹ It is a requirement by Sida that the apex organizations prepare and present an assessment of each project and organization approved by Forum Syd for funding.

and as evidenced by 29 partnerships where final reports were missing for one or more projects in each partnership.

The Consultant’s review suggests that Forum Syd’s decision-making documentation varies both in depth and scope. It appears that the variation is a consequence of whom within Forum Syd has prepared them. There is no common definition for budget items or for concepts such as target group, objectives or activities in the project.

There is also a lack of measurable outputs specified for each project and for each target group. In many decision making memorandums, the outcomes are loosely defined. It appears as if Forum Syd is attempting to assess how certain *resources* will contribute to a desired but uncertain *outcome* instead of focusing on the *output* of the project.



This is a near impossible task and leads to “fluffy” and vague objectives for the project and a difficulty in assessing the actual results.

In any project it is important that expected outputs are carefully specified and separated from desired outcomes. This helps with

- the planning of activities to carry out in the project,
- identification of target group,
- understanding of the relevance and feasibility of the project and
- evaluation and follow-up on the results (both outcome and output).

Without clear and quantifiable outputs at the outset, it is close to impossible to assess the achievement of results for Forum Syd, Sida and for the CSOs.

4. Description of the Partnerships

Type of CSO

The starting point for the evaluation is the CSO. The supported organizations vary in size, objectives, ideology, capacity etc. The following classification has been used for the purpose of this evaluation to group the CSOs concerned. A list of all the CSO that were interviewed face to face and their classification can be found in Appendix 7.

- Grass-root organizations
- have an informal organizational structure (i.e. are not legal entities)
 - are non-profit
 - are completely voluntary (have no employees)
 - are non-public

Examples of such an organization would be a village council, a study circle group etc.

- Community Based Organizations (CBO)
- exist formally as a legal entity
 - integrate the community¹⁰ in the activities
 - exist for the purpose of promoting the social and economic issues of a community
 - are self governed and have internal governance procedures
 - are non-profit

Examples of such an organization would be a church, beekeepers association or an ethnic or cultural centre.

- Non-Governmental Organizations (NGOs)¹¹
- exist formally as a legal entity
 - have an organizational structure and goal
 - are self-governing
 - do not distribute profits
 - are voluntary either meaning that volunteers are engaged in the operations or that membership is non-compulsory

Examples of such an organization would be a trade union, a sports club etc.

- Professional NGOs
- exist formally as a legal entity
 - have an organizational structure and goal
 - are self-governing
 - do not distribute profits
 - rely mainly on professionally employed staff to carry out activities
 - are well established in the public eye

Examples of such organizations would be a political party, the Red Cross, Greenpeace etc.

Type of Partnership CSOs

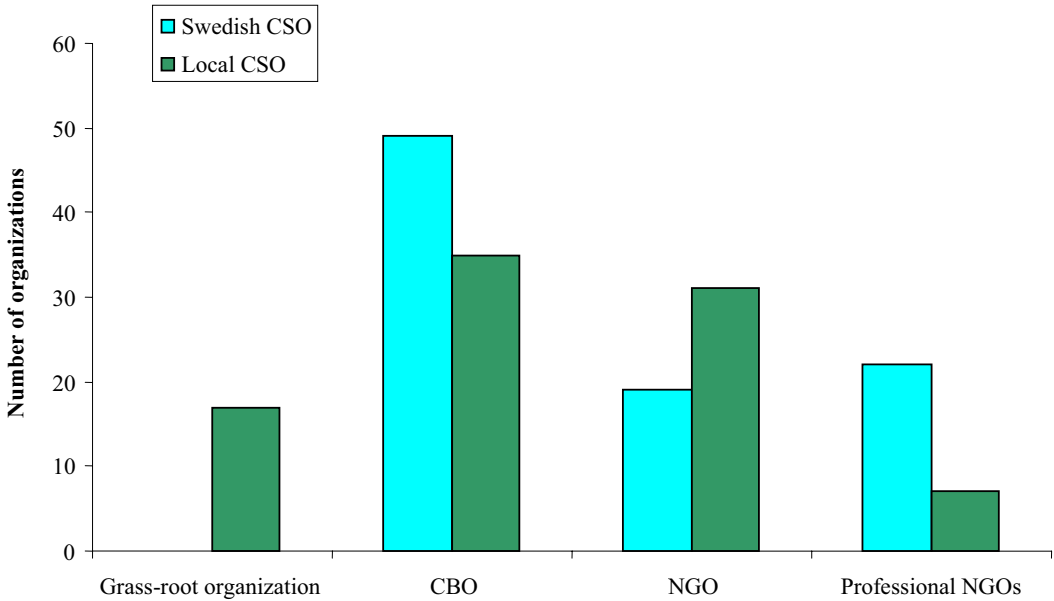
A total of 90 partnerships were included in this evaluation. For 43 of these, both the Swedish and the local CSO were interviewed. These partnerships are hereinafter referred to as “Partnership CSOs” to distinguish them from the Major Recipients.

¹⁰ A community in this sense is defined as an association of people having common conditions (interests, goals, religion, ethnic origin, geographical location).

¹¹ The International Classification of Nonprofit Organizations. Salamon L. and Anheier H. 1996.

The distribution the 90 partnerships in terms of type of organizations was as shown below:

Type of CSO



All the Swedish CSOs are formally registered organizations, as required under Sida’s guidelines. Some 22 of the Swedish CSOs were classified as Professional NGOs. The majority of the Swedish CSOs included in the evaluation (some 49 organizations) were CBOs i.e. relatively small organizations that rely mainly on volunteer work. These organizations collect funds from a community or group of individuals. Often the sole purpose of the organization is to help an organization or a village in a developing country.

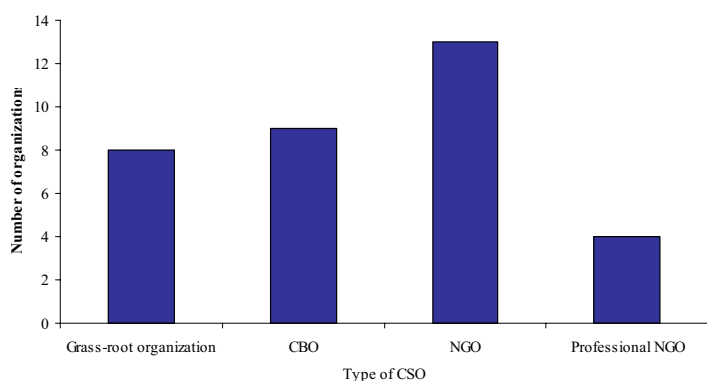
A majority of the Swedish CSOs are CBOs or NGOs that rely mainly on volunteer work. Of the 68 Swedish CBOs and NGOs, 43 had less than two employees and a majority had no paid staff. Volunteers manage contacts with Sida, Forum Syd and other Swedish authorities and maintain contacts with the partner CSO and with authorities in the recipient country. Volunteers also carry out administrative work; prepare financial statements and audits as required as well as the documentation and role of employer to development workers sent out to the recipient country.

Many of the Swedish CSOs work with informally organized groups, so called grass-root organizations. These include village councils, parent associations and other loosely-organized groups. In total, 43 Swedish CSOs worked with 18 such organization.

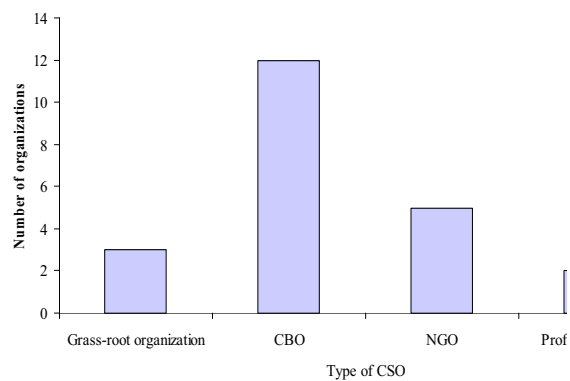
Swedish CSOs worked with few Professional NGOs and those that did implemented projects mainly in Africa. These include a large school, established churches and a hospital. In Africa more Swedish organizations worked with grass-root organizations than in other regions and the main partners of Swedish CSOs working in Russia and in Central America were CBOs.

None of the Swedish CSOs included in the evaluation active in Central America and Asia partnered with Professional NGOs. Grass-root organizations were more common partners in Asia than in Central America. In Asia, a number of the Swedish CSOs cooperated with village councils and locally organized communities, while in Central America the majority of the local CSOs were established CBOs.

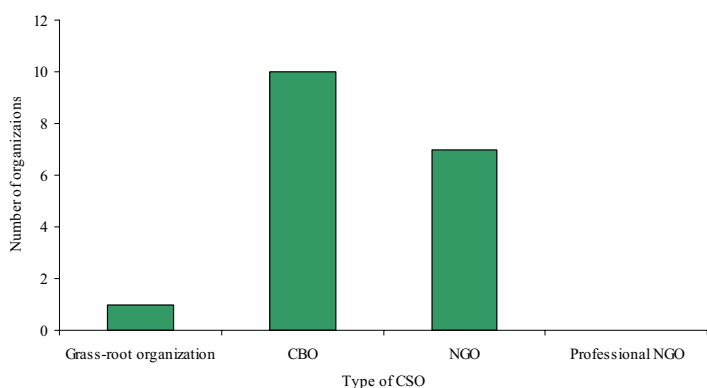
Type of Local CSO – Africa



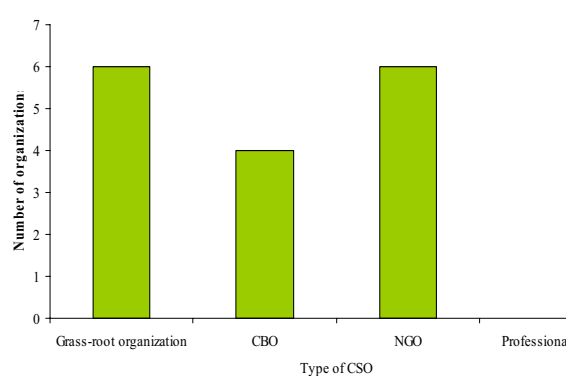
Type of Local CSO – Russia and Eastern Europe



Type of Local CSO – Central America

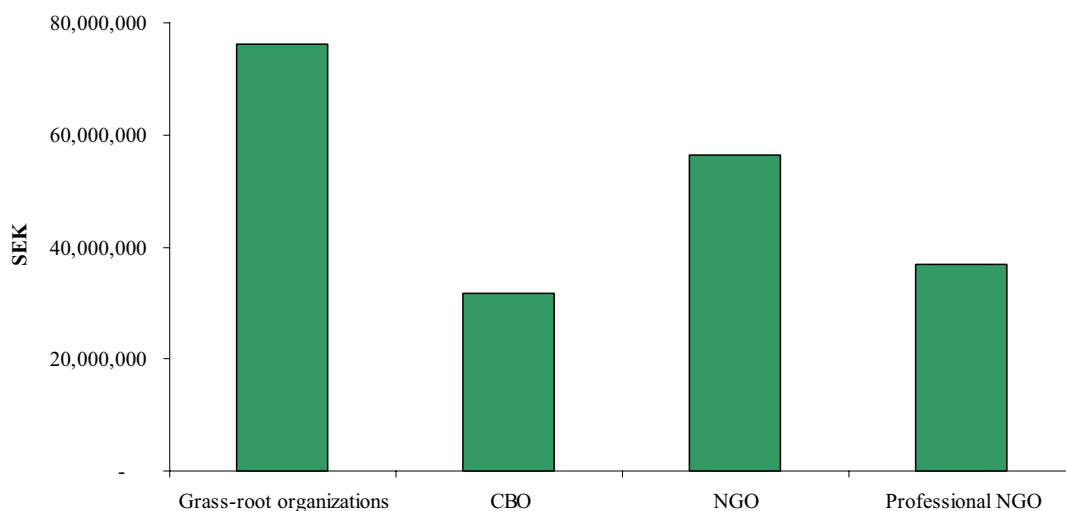


Type of Local CSO – Asisa



Of the total amount of funds provided to the CSOs included in the evaluation, some SEK 76 million has been for projects executed by local grass-root organizations.

Approved Funds for Different Types of Local CSOs



An additional SEK 31 million was provided to partnerships where the local CSO was a CBO. About 46 percent of the total funding to the partnerships evaluated were for projects carried out by NGOs or Professional NGOs.

Major Recipients

The Major Recipients differ from the traditional Swedish CSO both in terms of size, funding and in their relationship with Forum Syd. Most of the Major Recipients have been defined as Professional NGOs i.e. large independent organizations, relying on mainly professional staff to carry out their activities. These organizations often seek funding from several sources and have a long experience from seeking funding from donor organizations such as Sida, other Nordic and European donors, the UN and private donors.

Type of organization	Major Recipients	Local CSOs they work with
Grass-root organizations		2
CBOs		2
NGOs	4	3
Professional NGO	5	2
Total	9	9

Only two of the Major Recipients, classified as Professional NGOs, cooperate with local organizations of the same size and capacity namely *Vi Planterar Träd* and *Världsnaturfonden*. *SAK* and *Gambiagrupperna* cooperate with non-structured organizations such as school cooperatives and village councils. *Svalorna*, *IOGT-NTO* and *Sofia* collaborate with well-established local NGOs.

The Major Recipients were established between 1959 and 1989, most were established in the late 1970s to mid 1980s. These organizations employ staff in Sweden and elsewhere to administrate the projects carried out and to manage contacts with donors. Swedish staff is held at a minimum, with most of the organizations having less than 10 persons permanently employed in Sweden. A description of each Major Recipient can be found in Appendix 3.

Aim of the Project

An additional definition that is necessary is to assess the type of projects that have been carried out and what the funds have in reality been used for. Sida's guidelines for development cooperation with CSOs require that funds be used for projects that are characterized by human resource and organizational development. As there is no single definition of what Organizational Development is, how to carry it out or how to measure it, the concept must be defined.

An organization needs to have resources (human, physical and financial), skills (knowledge and experience of the subject area) and organizational base (ability to organize itself efficiently) in order to carry out an activity.

The Consultants use the terms in bold above to differentiate between an organization's different needs. The projects supported through Forum Syd aim at satisfying one or all of the above. The Consultants have defined the projects according to the type of activities carried out in each project using the classifications below.

Resources

This term is fairly straightforward and is here defined as the resource an organization needs to operate. A project can include the provision of resources in the form of human resources i.e. volunteers, workers, administrators, managers and physical resources such as buildings, equipment, computers or financial resources.

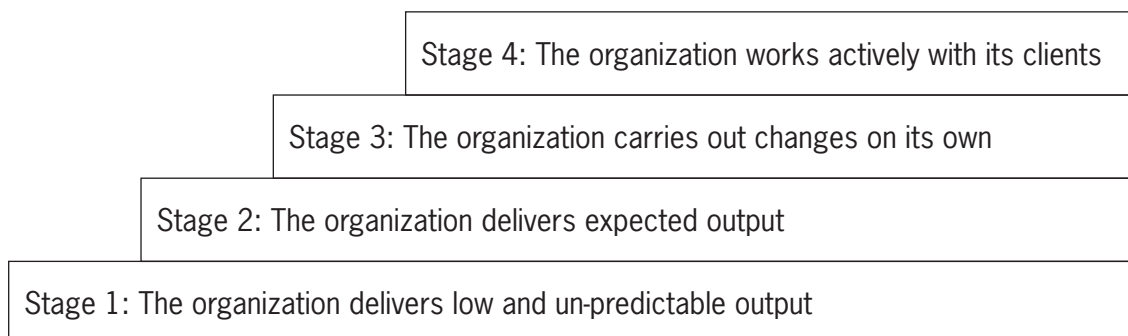
Skills

Skills is defined as the knowledge of a specific subject that is needed to carry out an activity and are learnt on an individual level. Many of the projects analyzed are based around a combination of advice and transfer of knowledge from the Swedish to the local CSO and activities to help the local CSO

make use of their own knowledge in a specific subject. Examples are the transfer of knowledge in medical area such as surgery, pedagogical methodologies to teach children with handicaps or experience of how to operate in other countries.

Organizational Base

The term organizational base involves several aspects. One of the methods Sida uses to diagnose and measure organizational capability is the Staircase Model¹². It was developed in response to a need to identify results, describe achievements and rank status of organizational development. It is applicable to organizations that produce an output in a planning, monitoring, review or evaluation situation. The Staircase Model uses four developmental stages and it assumes that an organization must reach one stage before advancing to the next.



This model is focused on helping an organization develop internally in order to be able to produce an output that is demanded by its clients/beneficiaries or stakeholders. Organizational development is defined as the improvements necessary to enable an organization to reach the subsequent stage. Such improvements include improving service levels, better leadership, enhanced financial and personnel routines and better information about and to customers and beneficiaries.

Forum Syd's definition of organizational development is that it should:

- contribute to the organization's ability to create the resources it needs to achieve its goals, and
- constitute a long-term process of change.

There are a number of other models used to assess organizational development. Some such models are Total Quality Management, Octagon, Balanced Scorecard and the INTRAC model¹³.

In order to measure the dynamic aspects of an organizational development process this report has used the Staircase Model to define the activities that need to be pursued for the purpose of organizational development. They are the following:¹⁴:

- establishing goals,
- dividing duties and responsibilities,
- collecting information and following-up on goals,
- establishing and following transparent administrative routines,
- collecting and analyzing information about clients and beneficiaries and
- establishing planning routines for activities and sourcing of funds.

¹² Andersson, G, Winai; P. Diagnosis of Organizations in Development Co-operation. Guidelines for application of the Staircase Model. Sida, 1997.

¹³ International NGO Training and Research Centre (UK).

¹⁴ Taken from the Staircase model, TQM, Octagon, Balanced Scorecard and INTRAC.



Fistula Hospital in Addis Ababa

The hospital was founded in 1959 by Dr. Catherine Hamlin now 81 years old. The hospital caters for women who suffer from obstetric fistula, an injury sustained during obstructed labor. Girls of the age of 8 are married and at the age of 14 they become pregnant. The girls are often not fully developed when labor begins resulting in death of the child and a hole forming; an obstetric fistula. Women who develop fistulas are often abandoned by their husbands, rejected by their communities, and forced to live an isolated existence.

The Fistula Hospital is supported through Stiftelsen Fistulasjukhuset in Stockholm and received some SEK 1,2 million between 2001 and 2003 from Forum Syd. The funds were used for training of hospital staff, exchange trips and hospital supplies.

Each project analyzed in the course of this evaluation has been assessed in terms of the progress made with respect to the activities listed above. The assessment has used the following data, material and indicators.

- Review of the budget for each project. Each decision-making memorandum prepared by Forum Syd was reviewed as well as final reports and documents provided by the Swedish CSOs. Funds for the following activities were classified as “Resource” related
 - Provision of funds for building houses, schools, offices, libraries, drilling wells, arranging gardens, refurbishment of existing buildings and provision of equipment, hardware and computers,
 - provision of perishables such as medical supplies (not equipment), books for libraries and office material,
 - provision of funds for food for children at hospitals, schools etc.

Funds for the following type of activities were classified as “skills” related:

- Provision of funds for education and training of local CSO staff and volunteers in specific subjects e.g. ecology, study-cycle methodology, gender, pedagogical methods, HIV prevention methods, family planning,
- Provision of funding for visits to Sweden and other countries to gain experience in specific subjects.

Funds for the following type of activities were classified as “organizational base” related:

- Provision of funds for education and training of local CSO staff and volunteers in leadership of CSOs, financial planning, information dissemination, project planning, corporate governance, CSO relations with local authorities etc.
- Provision of funds for visits by staff or volunteers from local CSOs to Sweden and other countries to gain experience in the above mentioned subjects.

Funds for salaries for local CSO.

- Funds for non-project related staff salaries in local CSOs (administrative staff, logistics staff, management etc.)
- Review of the actual activities carried out in the project. In some cases the activities were modified during the course of the project. Such aspects have been taken into consideration.

Type of Activities

The types of activities that the partnerships engage in were classified as resource, skills or organizational based. In addition, salaries to local staff not involved in the project were separated out. The distribution of projects over those four categories is shown below.

	Resource related (% of total project cost)	Skills related (% of total project cost)	Organizational base related (% of total project cost)	Salaries to local staff not involved in the project (% of total project cost)
Major Recipients	23	44	23	10
Partnership CSOs	25	37	23	15
All 90 projects	25	38	22	15

Overall, some 38 percent of the total project cost was used for activities involving transfer of skills or improving knowledge in a specific subject. Some 25 percent of the total project cost was used to improve the facilities needed for a project, e.g. buildings or equipment. Overall, only 22 percent went to activities related to developing the local CSOs' organization. Of the total project costs, about 15 percent was used for salaries for local CSO staff. There were only slight differences between Major Recipients and other CSO partnerships.

The manner in which different types of local organizations have used Sida's funds is shown below.

Local CSO	Resource related (% of total budget)	Skills related (% of total budget)	Organizational base related (% of total budget)	Salaries to local staff not involved in the project (% of total project cost)
Grass-root organizations	54	14	12	19
CBO	11	47	28	14
NGO	22	30	38	10
Professional NGO	42	28	19	11

Projects implemented with Grass-root organizations in the recipient country use a small amount of funds for organizational development and a large amount for resources and salaries to local staff. Projects executed with NGOs use most funds for organizational development type activities. Skills is apparently something that CBOs, NGOs and Professional NGOs demand as more than 28 percent of the funds in projects with these organizations are spent on skills enhancing activities.

It would appear that the projects using Sida's fund are not primarily oriented towards organizational development but more towards helping the local CSOs gain the skills and resources needed to be able to carry out an activity.

There are also large differences in how funds are used in different regions.

	Resource related (% of total project cost)	Skills related (% of total project cost)	Organizational base related (% of total project cost)	Salaries to local staff not involved in the project (% of total project cost)
Russia	1	58	41	1
Central America	6	45	40	10
East Africa	50	13	14	22

Projects in Russia and Central America have a more pronounced organizational development character. The Russian projects have very little resource related elements and are focused on improving knowledge and skills. Projects in Africa, on the other hand, have been focused on providing the basic

resources and salaries to local CSO staff and only a limited amount has been spent on organizational development related activities.

Major Recipients

The projects that the Major Recipients carry out cover the three main types of respectively resource provision, skills transfer and organizational development support.

Major Recipient	Project funds and activities			
	Resource (% of project cost and activities)	Skills (% of project cost and activities)	Organizational Base (% of project cost and activities)	Salaries to local staff not involved in the project (% of total project cost)
Arbetargruppen för landsbygds- utveckling (Sofia)	1	27	42	30
Svalorna Indien Bangladesh		38	29	33
Gambiagrupperna	63	24	13	
Framtidsjorden		86	14	
Svalorna Latinamerika		61	39	
Svenska Afghanistankommittén (SAK)	38	46	16	
IOGT-NTO	53	12	18	17
Världsnaturfonden (WWF)		90	10	
Vi planterar träd	41	54	5	

Many of the projects carried out by Major Recipients focus on skills transfer. Some four of the Major Recipients spend substantial amounts on resources i.e. on building schools, drilling wells and providing seed and other material to target groups. Several of the Major Recipients pay salaries to local staff, however, such costs are funded by their own members or by other donors. All Major Recipients' projects included an element of skills development in specific subjects. Examples include teaching the Waldorf pedagogy, on-the-job-training by expatriate nurses and teacher training. On average 23 percent of the project funds were used for organizational development. This included workshops on leadership skills for locally employed staff, assistance with networking among local CSOs and education of local CSO staff in NGO activities, financial and operational planning and sourcing of funds.

Forum Syd's Development Workers

The third type of partnership reviewed in the course of this study is that resulting from Forum Syd's employment of development workers that are assigned to work with local CSOs. The various roles and the functioning of the development workers was the subject of a recent study commissioned by Sida¹⁵.

The funds for development workers have been defined here, as skills transfer, since that has been the main aim of each of the projects analyzed. The development workers employed by Forum Syd worked in CBOs or NGOs.

¹⁵ SEKA/Härnösand. Rapport: Översyn av personal i utvecklingssamarbete 2003–2004, 2004.

Geographical Distribution

During the period 2001 to 2003 Forum Syd employed development workers that were engaged in the following regions:

Forum Syd's development worker months	2001	2002	2003
Africa	362	310	297
Central America	106	82	134
South east Asia	96	128	114
Training of development workers	69	46	68
Total	633	566	613

A majority of Forum Syd's development workers were stationed in Africa, mainly in Tanzania and in Zimbabwe where Forum Syd has local offices. The number of development workers in that region has been reduced due to the political situation while development worker input in Central America and South East Asia have increased.

Forum Syd's development workers operated in a manner different from that of the Major Recipients. Forum Syd received funds from Sida for the following types of development workers:

- development workers that work directly in or with one local CSO,
- development workers that work with several local CSOs taking on a coordinating or networking role and
- development workers that work for Forum Syd in their local offices.

Of all Forum Syd's development workers supported by Sida during the period, about 78 percent worked with local CSOs. In Africa the percentage is slightly higher 82 percent.

During the period 2001 to 2003, a majority of the development workers were skilled in areas such as agriculture, education, health and sanitation, carpentry, textiles, legal issues and libraries. A majority of the final reports from development workers during the period show that the projects aimed at improving the skills of local CSO staff and volunteers and transferring knowledge to the local CSOs.

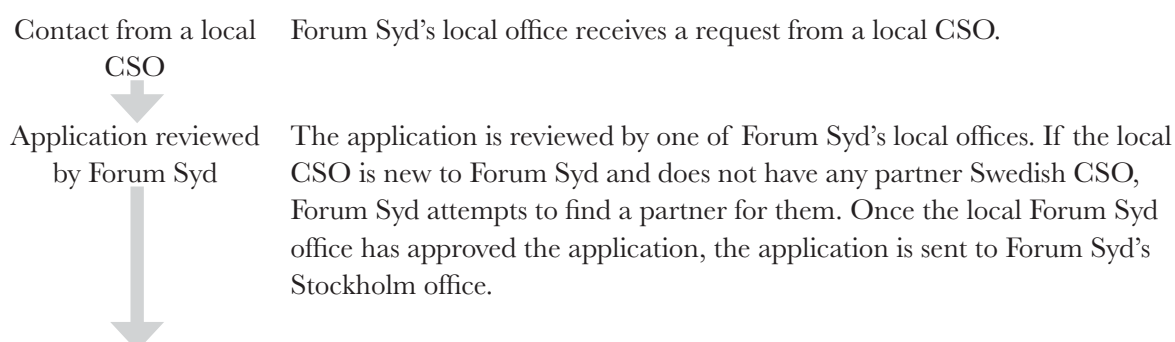
During their fieldwork the Consultants interviewed:

- four of Forum Syd's development workers that were engaged to work with a CSO, and
- three of Forum Syd's development workers engaged to coordinate Forum Syd's activities at the local office.

Management of Development Workers

Sida's and Forum Syd's ambition with development workers is that they should help the local CSOs develop and strengthen their internal organizations rather than being an extra resource or meet a "gap filling" need.

The process of employing a development worker is described below:



Approval of development worker placement	The application is reviewed and approved by Forum Syd's departmental heads for the respective region Forum Syd's Board of Directors. Sida approves the projects in aggregate, as part of the overall frame agreement.
↓	
Recruitment of development worker	Once the placement is approved, Forum Syd begins the process of recruiting a development worker. The role and job description is discussed with the local Forum Syd office. Forum Syd advertises the position, screens the applicants and finally recruits the development worker.
↓	
Training of development worker	Once the development worker has been recruited, he or she participates in training organized by Forum Syd in Sweden.

The process of application, approval, recruitment and training of a development worker takes about one year. Each development worker contract is for a maximum of two years and can be extended by up to two additional years.

The roles of the different parties involved in a development worker placement are described below:

Forum Syd	Acts as formal employer: payment of salaries, professional development of the development worker etc.
Swedish CSO	The Swedish CSO should support the development worker and be responsible for the professional development of the development worker, drawing up of terms of reference for the employment and continuous contact during the employment period.
Local CSO	The local CSO is responsible for the day-to-day management of the development worker, access to information about the local CSO and should have a counterpart with who the development worker should cooperate.
Development worker	He or she is responsible to fulfill the terms of his or her contract and terms of reference.

The strengths of having development workers in a project are that the development workers:

- transfer knowledge and experience to the local CSO,
- help establish new systems, routines etc. that improve internal and external efficiency with the local CSO,
- act as a direct link between the Swedish and local CSO,
- act as a link between the local CSO and other Swedish or international CSOs,
- help the partner Swedish CSO inform itself and its members about projects carried out in the recipient countries,
- assist Forum Syd and the Swedish CSO to inform the Swedish general public about the role of a development worker and development work in general.

However, there are also a number of problems experienced by the development workers, the Swedish CSOs and the local CSOs. These are described below.

Lack of involvement of the local CSO throughout the application and recruitment process	<p>The local CSO's role in the recruitment procedure appears to have been limited. This is evidenced by the problems that the development workers encounter when arriving at in the country;</p> <ul style="list-style-type: none"> • unclear view from the local CSO about the position and role of the development worker once he/she arrives, • some development workers feel a lack of attention and interest from the local CSO leadership, • some development worker see the need to find and define his or her own responsibilities and role in the local CSO organization and • the start-up time before the development worker feels that he or she is effective in helping the local CSO is unnecessarily long.
Lack of transparency in the project design phase	<p>Forum Syd's development worker application screening procedure, where the local CSO applies to Forum Syd for the secondment of a development worker, appears to have been less transparent than the one for screening of funding applications from partnerships. This is evidenced by a lack of documentation regarding the decision-making process within Forum Syd.</p> <p>Initially the local CSO negotiates with Forum Syd about a development worker position. However, the process of recruitment and training of development workers as well as finding a Swedish CSO to partner with is long, takes place in Sweden with documentation in Swedish. It is also possible that during this time the objectives of the development worker position are modified as a consequence of Forum Syd's, the Swedish CSO's and the development worker's input into the process.</p>
Gap-filling and crowding out of local expertise	<p>Some development workers that were interviewed felt that the local CSO had requested a development worker without first investigating the existence of competent local personnel. One reason for this could be that the local CSOs would need to pay local staff a salary, while all costs for a development worker are paid by Sida. The development worker is thus "free" while a locally employed person would cost the CSO salaries and benefits.</p>
Vague job descriptions for the development workers	<p>The job descriptions for Forum Syd's and other Swedish CSOs' development workers appear vague. They frequently lack quantifiable goals (expected outputs). In three cases the job descriptions had been drafted by the Swedish CSO rather than the local CSO, which may have contributed to the lack of clear objectives. Since the local CSOs do not cover any part of the cost of the development workers there may be little incentive for them to determine outputs and demand results.</p> <p>A review of the job descriptions showed that there is seldom a detailed comparison between the expected and actual output of the provision of a development worker. In comparison with the application procedure for the funding of a partnership project that appear more rigorous, the application procedures for the funding of a development worker appears quite informal.</p> <p>In three of the four cases when the development workers were engaged to work with a local CSO they found their roles changing during their engagement. This created frustration for the development workers and a feeling of lack of results on the part of the organizations involved.</p>

Roles and responsibilities of the organizations involved in the process of recruiting and employing a development worker.

The roles and responsibilities of the employing organizations appear unclear. Information from Forum Syd, Swedish CSOs and the development workers is conflicting as to what role each of the organizations have and should have had. There is also some uncertainty as to the roles of respectively the Swedish CSO and Forum Syd.

In a majority of the cases analyzed the development worker worked mainly with the local and Swedish CSOs. The reason why Forum Syd was involved as an employer is not evident. Instead of assuming the employer's responsibility, Forum Syd could require that the Swedish CSO assume this role. This puts the ownership with the Swedish CSO, much as is the case with other partnership projects.

The Consultants question why the process of applying for a development worker is different from that of applying for project funds. The guidelines are the same, but the transparency of the process and the rigor of the analysis preceding the approval of a development worker are different from that of a traditional partnership project. The arrangement when the development worker is employed by Forum Syd but work for and with another Swedish CSO appears cumbersome and confusing, for all parties involved. Forum Syd could consider not getting involved in such a four-party arrangement but instead to allow the Swedish CSO to directly employ the development worker. A review of the development worker application and approval system is even more important for Forum Syd's development workers as it is one of the partners here. Forum Syd needs to show that their process for screening, reviewing and analyzing their own involvement is as rigorous as that of a assessing a Swedish – local CSO partnership.

Club Infantil, Nicaragua

Club Infantil is an organization, that addresses children's' issues and works with children from difficult backgrounds and with drug problems. It has been supported by Svalorna Latinamerika who sent a development worker to teach the organizations' staff how to work with children with problems. The staff consists of former pupils of the organization.

Club Infantil wished for a volunteer to come and hand over what they called a "cookbook with recipes of how to address each specific child issue". Svalorna was able to recruit a very experienced development worker specialized in drug abuse among children and adolescents. She began implementing a very different methodology from what Club Infantil had expected.

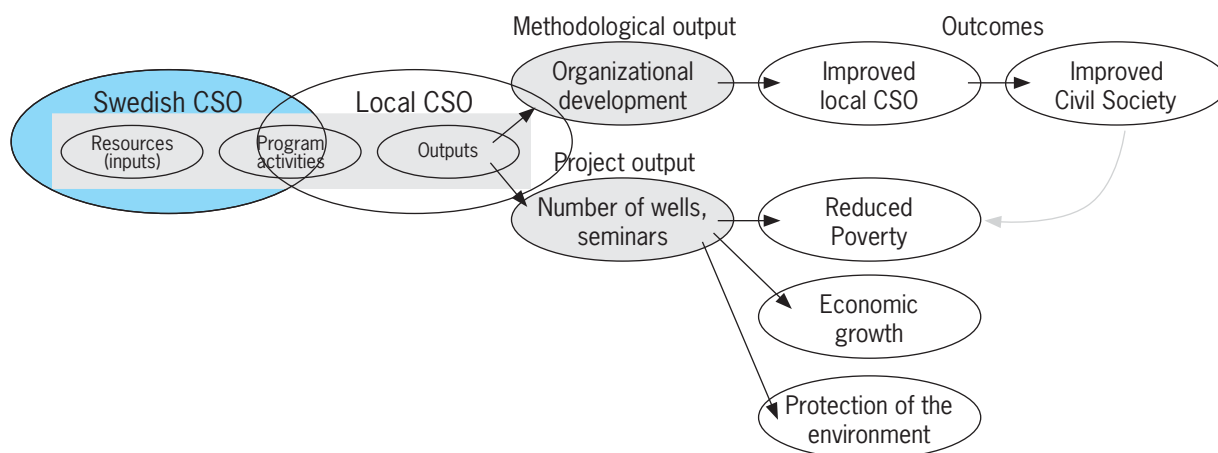
As a result of the new methodology that was implemented with the assistance of the development worker, Club Infantil has changed its approach radically. There is no more physical punishment and staff has changed their methods of handling and attitudes towards their children. Club Infantil has become a model centre for children with problems and staff from Club Infantil are now instructing other similar organizations in how they have managed and their methodology.

At the time of the Consultants' visit, the volunteer was back for a follow-up visit of two months, and she expressed astonishment at the remarkable change Club Infantil had gone through. In her opinion, such a drastic change in a short period of time is impossible yet it has obviously occurred. The staff and management of Club Infantil are also very pleased about the results.

Gertrud Hermanssen

5. Achieving Results and Quality

The evaluation is structured in the following manner:



Firstly, Sida's requirements for a project and the requirements for a partnership are analyzed. This should be the starting point for the application process and the requirements against which Forum Syd needs to assess every project proposal.

Secondly, the program activities are analyzed i.e. what is actually carried out in a project. Following this, an analysis of the project outputs and the methodological outputs are analyzed. This includes an assessment of the local CSOs organizational development as a result of the project. Project outputs include the feasibility, sustainability and relevance of the project. Finally, an attempt is made to assess the outcome of the method.

Sida's Requirements

Project Requirements

Sida requires that a project

- have a specific beginning and end,
- be financed to at least 20 percent by the Swedish CSO and
- be the result of a local initiative i.e. have been initiated by the local CSO.

Specific Beginning and End

All projects implemented by traditional CSOs i.e. not Forum Syd or Major Recipients, had clearly defined activities that were also defined in time. They began with the payment of funds from Forum Syd and had a distinct ending. Some of the Major Recipients, however, have projects that began several years ago and where no specific end is even in sight. These are still funded by Sida, despite the fact that they are clearly in defiance of the stated requirements of Sida.

Forum Syd's development worker contracts have a clearly defined end, usually at the end of the development worker's contract, but the projects themselves i.e. the expected outputs were not defined.

Contribution from Swedish CSO

The requirement that the Swedish CSO contribute at least 20 percent of the total project cost has been fulfilled in all projects, for Swedish CSOs and Major Recipients. This rule is strongly enforced by Forum Syd.

Initiative to the Project

In a majority of the 90 projects analyzed, the Swedish CSO took the initiative to the partnership.

Initiative to the partnership taken by	Number of projects evaluated	Percentage
Both CSOs	13	14
The local CSO	23	26
The Swedish CSO	54	60
Total	90	100

There is no correlation between who initiated the partnership and the type of organization that was involved. Swedish CBOs, Professional NGOs and NGOs alike initiated the partnerships. It appears that many partnerships were initiated by chance and on an ad hoc basis. For instance; a tourist visited a country and found a need that he or she could satisfy, or two people met by chance. In several cases the cooperation came about due to a Swedish CSO operating in a country or a region and making contact with new local CSOs.

The results also indicate that, in most cases, not only the partnership but also the activity or project itself was initiated by the Swedish CSO. Of the 90 projects there were 22 “first time projects” i.e. initiated 2001 to 2003. Of these, a majority was initiated by the Swedish CSO.

Initiative to the project taken by	Number of new projects during the period 2001–2003	Percentage
Both CSOs	2	9
The local CSO	4	18
The Swedish CSO	16	73
Total	22	100

Although the sample is small, it is evident that a majority of the projects during the period was initiated by the Swedish CSO and not the local CSO.

Partnership Requirements

Sida’s requirements as to the nature of the partnership are that there should be a close cooperation and that the projects should have a character of human and organizational development.

Close Cooperation

For the purpose of this evaluation the Consultants have interpreted “close cooperation” in the following manner:

- regular and frequent contact (weekly or monthly),
- cooperation also after the duration of the Sida funded project and
- equal contribution to the implementation of the project by both parties. This can be done either by contributing man-power, knowledge, funds or other skills.

In 30 of the 43 projects analyzed, the partners were in regular weekly contact. Regular contacts were by mail or telephone. Only in the cases where the Swedish CSO had a development worker working with the local CSO was the contact in person.

Some 41 of the 43 partnerships continued also after the Sida funded project and 15 of the 43 partnerships had cooperated before on other projects, funded by Sida or by other means.

The CSOs were also asked about the number of staff of each respective partner participating in the project. In 24 of the 43 cases the Swedish CSO had no staff engaged in the project with the local CSO. On average, the Swedish CSOs had less than two persons working on the project. However, in a

majority of the cases, the Swedish CSOs had members working at home in Sweden on a voluntary basis to support the project. Administration of the project, contacts with Forum Syd, reporting and regular contacts to follow-up on progress was often carried out by a volunteer assigned as project manager by the Swedish CSO.

The main activities appear to have been carried out by local CSO staff. On average the local CSO had about nine persons working on the projects. This includes local project managers and local staff implementing the activities of the project.

Each of the partners in the 43 partnerships analyzed were asked about the equality of the partnership. Here the opinions of the Swedish and local CSOs differ. In 24 partnerships the local CSOs felt that the Swedish CSO had a passive role i.e. mainly that of a financier providing funds for the project. Only 14 Swedish CSOs felt they took on the passive role i.e. were both active in implementing the project. Some 14 of the Swedish CSOs felt that they had an equal part in the project, while only one local CSO agreed. This difference in opinion is an indication that the local CSO found the Swedish CSOs part in the projects as limited or possibly that the Swedish CSOs could contribute more.

The characteristics of a successful partnership (Appendix 5 describes some 16 successful and eight less successful partnerships) differ from the characteristics of the population as a whole.

In more than 50 percent of the successful partnerships the initiative to the partnership was taken either by the local CSO or developed jointly by the two partners. The partners were in frequent contact with each other and the responsibility for implementing the project lay mainly with the local CSO.

The local and Swedish CSO also shared a common aim for the project although did not necessarily share common values. However, the Swedish CSO did have a thorough understanding of the local CSO and its overall aims.

Human Resource and Organizational Development Character

As shown in the previous section, a large part of the overall budgets were used for knowledge sharing activities (38 percent) while some 25 percent were used to fund facilities and 22 percent was used for organizational development as defined above.

Sida has not defined this requirement and an assessment of if 50 percent of total project cost is used for funding knowledge sharing and organizational development activities is therefore difficult to make.

Project Activities

The project goals as stated in the Forum Syd' decision making memorandums and in other documents by the partnerships, appear to focus on outcomes instead of outputs. Outcomes are broadly defined and there is little attempt made to quantify expected outputs. Sida's instructions state that a project should be assessed in quantitative and qualitative terms at the end of the project. This would, due to the lack of measurable outputs, not be possible for the majority of the projects analyzed. This is evident in the case of partnership CSOs and projects where Forum Syd was one of the partners. The Major Recipients had closer defined outputs indicating facilities to be built or persons to be trained.

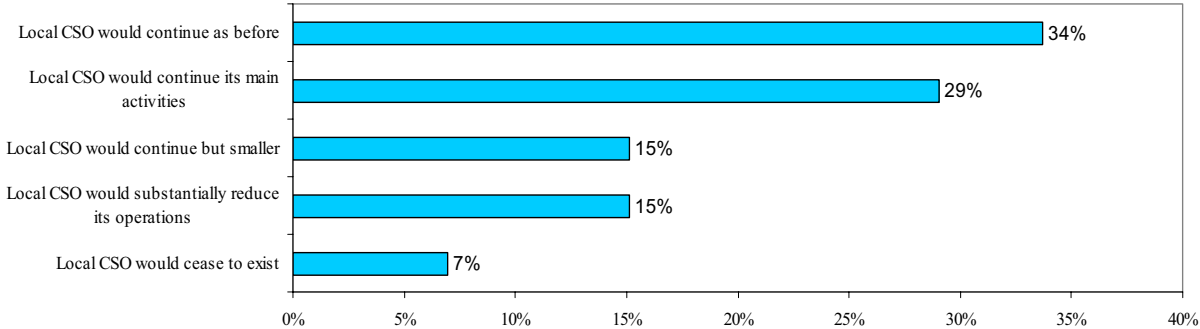
Project Outputs

Sustainability

Sida as well as Forum Syd emphasizes the ability of the local CSO to "carry out an activity on its own" in their appraisal of projects. As part of the evaluation, sustainability was assessed for each of the partnerships included in the evaluation by asking each partner CSO "what would happen if the support from Sweden was discontinued?". The returns indicate that the Swedish CSOs were positive

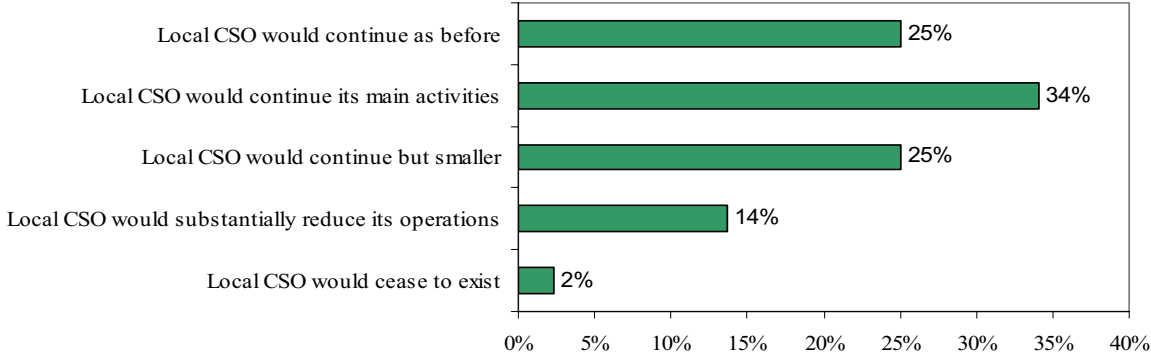
about the future of the CSOs. Some 63 percent felt that the local CSO would either continue unchanged or possibly continue with its main activities.

**What would happen if the support from Sweden was discontinued?
(According to Swedish CSO)**



Only seven percent believed that the local CSOs would cease to exist altogether. The local CSOs were more pessimistic about their own situation with some 34 percent believing that they would continue with the main operations.

**What would happen if the support from Sweden was discontinued?
(According to the local CSO)**



Some 59 percent of the local CSOs believed they would continue more or less as they were. Only two percent felt that they would have to close the operations completely.

There are several aspects to consider when attempting to assess sustainability of a project;

- if the activities carried out in the project have been useful to the target group and if these are continued after the course of the project. This is an indication of the sustainability of the project itself and if there is a value among the beneficiaries in the activities carried out.
- if the local CSO is financed to a large extent through Forum Syd and Forum Syd only. This is an indication of the local CSO’s sustainability.
- if the local CSO receive financial support from other donors. This is an indication of the local CSO’s ability to survive in the short term and without funding only from Sida through Forum Syd.

In the case of the 43 partnerships the Consultants assessed of the project’s sustainability based on the project aims and definitions and the description of the outputs by both the Swedish and local CSO. In 32 of the 43 partnerships, the project was assessed as sustainable. This was based on the following criteria

- if new knowledge and skills that were developed as part of the project were implemented by the local organization,

- if the achievements (buildings, organizations built up etc.) in the project were used/taken over by local organizations or authorities after the project,
- if networks established as part of a project were continued by local organizations after the project

Some five partnerships were assessed to not have been sustainable due to discord or disharmony between the two partnering CSOs. An additional five partnerships were assessed to have been unsustainable due to poorly conceived project ideas. The criteria for this assessment were:

- over-estimation of demand for the output of the project when the project was conceived. The expected outputs were not realized as there was not enough demand. This could be remedied by carrying out a pre-project analysis.
- An occurrence outside of the influence of the local or Swedish CSO resulted in the project's failure. This could be a political decision, the purchase of a designated building by a third party, or other factors that would not fall under a "force majeure" context etc. If the project is that susceptible to such relatively common occurrences, the project instigators need to re-design the project and carry out a risk analysis prior to starting the project.

Of the 43 partnerships evaluated through in-depth interviews a majority of the local CSOs were dependant on Sida funding.

Percentage of total funds emanating from Sida funding through Forum Syd	Number of local CSOs interviewed
Less than 30%	9
30–50%	3
50–70%	5
70–90%	4
More than 90%	13
Data not provided	9
Total	43

Of the 34 local CSOs that were able to provide some financial data some 35 percent relied to less than 50 percent on funds from Sida during the period 2001 to 2003. Some 13 or 38 percent were almost wholly dependant on Sida funding through Forum Syd.

Of the 43 local CSOs interviewed some 20 were also funded from other organizations such as Caritas, Ford Foundation, Save the Children, Plan International, World Vision, USA Fund and EU/TACIS.

All local CSOs that were interviewed had one or several new projects they were planning to carry out. Many involved working with the Swedish CSO anew and seeking financing through Forum Syd. However, they had also identified other possible means of financing such as other donors and increased membership fees, etc.

This indicates that there is a relatively high sustainability on the part of the local CSOs and, what is maybe even more important that the partner CSOs believe in the sustainability of the local CSO.

Feasibility

Feasibility is the ability to implement or carry out a project and it depends on several factors such as whether or not the implementing organizations have the skills and resources, if the project was carefully planned to take into account external and internal risks to the project, etc.

As a proxy for the feasibility of a project the Consultants have analyzed the extent to which pre-project analysis (self financed or financed through Forum Syd) was done before starting the project.

Some 22 partnerships (39 percent of the Swedish CSOs that were interviewed) had carried out some type of pre-project analysis. This is a surprisingly low percentage in view of the fact that Forum Syd and Sida provide funds for pre-feasibility studies.

Pre-project analysis	Partnerships that had carried out any pre-project analysis
Feasibility study	13
SWOT analysis of local CSO	3
Risk Analysis	2
Logical Framework Approach	2
More than one of the above	2
Total	22

Pre-project appraisal should include a definition of the target group, the risks of the project, the situation that the project aims to remedy and the activities to be carried out to help the target group.

Methodological Output

Organizational Development of the Local CSO

Sida's requirement is that funded projects result in an improvement in the organization of the local CSO. In order to measure the organizational maturity of the local CSO before and after the project, each of the partner organizations were asked to indicate, on a scale of 1 to 5, what they felt the local CSO's organizational capacity was (1 representing poor and 5 representing excellent). Overall the Swedish CSOs felt that the organizational capacity of their partners was below par. The average score was 2.44. The local CSOs ranking of their own capacity was slightly more positive. Their average score was 2.86. However, overall both partners felt that the local CSOs had grown and developed during the partnership. The scores were higher when asked about organizational capacity at the end of the project.

Organizational capacity of the local CSO (1 = poor, 5 = excellent)	Local CSOs	Swedish CSOs
Average score before the project	2.86	2.44
Average score after the project	3.37	3.37

The Swedish CSOs were asked to list the internal weaknesses of their local partner CSOs at the beginning of the project and the corresponding problems at the end of the project. The CSOs were also asked to specify in which of the areas shown below there had been improvements:

Assessment of local CSOs' improvements in the following areas	Number of Swedish CSOs of the opinion that their partner had improved	Number of local CSOs of the opinion that they had improved
Project management skills	18	27
Regular management meetings	13	15
Regular financial reporting routines	9	7
Membership information and frequency	8	12
Transparent procurement procedures	4	2
Human resource routines	2	4
Management information systems (MIS)	1	5
– Local CSO that had improved in more than one area	-13	-36
Total number of local CSOs that had improved	42	36

The local CSOs were more positive about the changes they had achieved in their organization than were their Swedish partner organizations. In total about 42 of 57 Swedish CSOs were of the opinion that the local CSOs had improved their organizations during the partnership while 36 of 43 local CSOs felt they had changed.

The main improvements made were in project management skills and with respect to the understanding of the need for regular management meetings. The Swedish CSOs are required by Forum Syd to submit annual reports as well as reports on actual versus budgeted costs¹⁶. In order to do so they need a local CSO that can manage and monitor the activities, costs and regularly report back. Project management skills are thus for practical and reporting reasons prioritized. Other important changes that took place in several CSOs were that they increased the frequency and quality of information to the members and the frequency of financial reporting.

When the Swedish CSOs were asked to list internal issues they felt their partner CSO had at the beginning of the projects they answered as follows:

Swedish CSO's comments on partner CSOs' internal problems	Number of Swedish CSOs of the opinion that their partner had problems
Funding issues – lack of funds and inability to attract financing	6
Governance issues – all knowledge rest with one or few people and the board of directors is ineffective	3
The local CSO is not a democratic organization and there is limited transparency	3
Lack of self management skills	2
Lack of clear vision	2
Members are not active	1

The Swedish CSOs were concerned about the local CSOs' lack of ability to finance their activities and also about their governance situation. Weak governance is often a feature of a young organization started by a few enthusiasts and struggling to find financing.

A number of Swedish CSOs (13 organizations) had not done any analysis of the local CSOs prior to beginning the project and could therefore not answer the question about the internal problems of the local CSO. Many of the Swedish CSOs felt that the local CSOs still grappled with the same internal issues at the end of the project, especially after shorter projects.

It would appear that the methodological output has been achieved in part mainly with regard to the improvement in project management skills.

Methodological Outcome

Civil Society Impact

For the purpose of assessing the actual achievements, i.e. the impact on Civil Society in the recipient country, the Consultants have use the following indicators:

- Outreach – the extent to which the organization reached those in need (their defined target group)
- Voice/advocacy – the extent to which the organization acted as a public voice on behalf of its members, vulnerable groups or their target group
- Dissemination of information – within the own organization as well as to others.
- Networking with other CSOs and with authorities

¹⁶ Major Recipients were required to submit mid-term reports as well.

- Equal rights – the extent to which the local CSO promotes gender equality within its own organization as well as in its activities

Each local CSO was asked to rate its performance with respect to these parameters on a scale of 1 to 5 where 1 signified that there was substantial room for improvement and 5 that they felt they were very good or excellent. They were asked to assess their performance at the beginning of the project and at the time of the interview.

The average scores for the 43 local CSOs interviewed and the relative change are shown in the table below.

Parameters to assess impact on Civil Society	Average score at the start of the project	Average score at the end of the project	Change
Outreach	2.3	3.2	+0.9
Voice/advocacy	2.2	3.2	+1.0
Dissemination of information	2.3	3.5	+1.2
Networking	2.5	3.8	+1.3
Equal rights	2.3	3.2	+0.9

Overall the local CSOs had a relatively modest opinion of their contribution to the development of the local Civil Society, as shown by their scores, which were below average. However, a majority of the local CSOs felt that they improved during the course of the project, especially in the areas of Networking and Dissemination of information. Where development workers were involved it is the development worker's role to help the local organizations network with other similar organizations in the recipient country as well as in other countries.

Gender Balance

Improved gender balance is an important Sida objective. The Consultants have analyzed the participation of both men and women in the decision-making process of the local CSOs. This is one of the criteria that Sida has for the use of its funds and an important indicator of the CSO's equal rights policy.

Type of CSO	% of women in the management of the local CSO	% of women on the board of the local CSO
Grass-root	n.a. ¹⁷	n.a.
CBO	70	62
NGO	15	44
Professional NGO	42	34

It appears that the gender balance is slightly skewed with respect to the management of local CBOs and NGOs. In the case of the local CBOs there are many women in management and in NGOs there are few. The gender balance on the board is similar but with slightly more equal. This could be due to the fact that many CSOs (and commercial organizations) in developing countries are started by women. In smaller organizations the board is less important as the leadership, management and board is often vested in one and the same person. Still, the Professional NGOs evaluated show a bias towards having more men in both management and on the board.

¹⁷ Only three grass-root organizations answered this question during the interviews and the sample is therefore considered to small to draw any conclusions from.

Project Outcome

Relevance and Feasibility of the Project

Sida defines relevance as “the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies”¹⁸. Given this, the Consultants have analyzed the results from the interviews in terms of

- the beneficiaries’ needs,
- the partner CSOs’ goals,
- Forum Syd’s objectives, and
- Sida’s objectives.

Commensurate Objectives

The extent to which the objectives of the project are consistent and commensurate with the needs of the beneficiaries has to do with if the project designers (the partner CSOs) have carefully identified the beneficiaries. During the course of the interviews the local and Swedish CSOs were asked about the target group, if it had been identified and if the effects upon the target group had been measured. In eight of the 57 interviews with Swedish CSOs the target group had not be identified prior to starting the project. In all other cases a “target group” had been identified, even though, in many cases, it was very broadly defined (e.g. all HIV infected in a country etc.).

The “target group” concept was first used for marketing purposes but applies also to other situations. A **target group** is a group of **singled out** individuals. These individuals have been **profiled** in order for the profiling organization to better understand how best to reach or satisfy them.

Once the target group is defined, the project activities can be designed and measurable expected outputs can be defined. By defining the target group it is also easier to evaluate the results of the project on the group.

The partner CSOs’ goals were analyzed to assess if the goals of the project matched those of the partner organizations.

	Project goals matched the Swedish CSO’s objectives ¹⁹	Project goals matched the local CSO’s objectives ²⁰
Number of partnerships	46	32
% of total number of partnerships	80	74

In a majority of the cases the projects were relevant to the objectives of each of the organizations. The percentage was relatively smaller in the case of the local CSOs. This was mainly due to the fact that the Swedish CSO was the main initiator and designer of the project.

The partnerships and project were analyzed in terms of relevance to Forum Syd’s and Sida’s goals.

¹⁸ Sida, Looking Back, Moving Forward, Sida Evaluation Manual. 2004

¹⁹ Of the 57 Swedish CSOs interviewed in in-depth interviews.

²⁰ Of the 43 interviews carried out with Local and Swedish CSOs.

Forum Syd's overall aim is to "work for fair and sustainable global development based on the equal value of all people, their right to reasonable life circumstances, and sustainable usage of the world's natural resources.

Forum Syd works to

- Reduce poverty
- Build a stable democratic society
- Promote gender equality and
- Build a sustainable environment by starting at the local level.

Forum Syd's policy: Diversity is our strength

Sida's goals were during the period 2001 to 2003 linked to the six broad development objectives laid down by the Swedish Parliament²¹, i.e. to promote

- economic growth,
- economic and social equity,
- economic and political independence,
- democratic development,
- the protection of the environment and
- equality between women and men.

The guidelines for Sida's support to Civil Society state that an additional goal is to strengthen Civil Society.

Forum Syd's policy is similar to that of Sida's goals but focus on a broader scale and less on the individual organization.

Each of the persons interviewed were asked to mention the main aims of the project. These can be grouped as follows:

Objectives of the project according to partner CSOs	% of total projects	Forum Syd's goals	Sida's objectives
Reduce poverty	5	✓	✓
Human Rights development	8	✓	✓
Equal rights (gender) development	10	✓	✓
Increase awareness of Civil Society	10	✓	✓
Strengthen Civil Society	14	✓	✓
Strengthen local CSO organizational structure	15		✓
Strengthen local CSO knowledge of specific subject	16		✓
Other objectives	22		✓
Total	100		

There are also goals related to a number of other issues such as prevention and treatment of HIV/AIDS, advocacy for the environment and ecological solutions, assistance to and advocacy for disadvantaged groups and minorities, democracy work, awareness of children's rights, prevention of drug abuse, improvement of adult and child literacy, sports and provision of housing.

Some 55 percent of the projects addressed civil society issues. Despite the fact that local CSO organizational development was being introduced as one of the most important goals of Sida's support during

²¹ The Swedish Government Bill 2002/3:122 is that which currently governs Sweden's development cooperation. The overall goal is to "...contribute to an environment supportive of poor people's own efforts to improve their quality of life."

the period 2001 to 2003, only some 15 percent of the projects focused on this issue. Only five percent of the projects were aimed at reducing poverty and even fewer addressed other Sida and Forum Syd goals such as economic growth and protection of the environment.

A majority of the projects would appear to be relevant for Forum Syd's goals. However, only very few contributed to Sida's goal of helping local CSOs with respect to organizational development and fewer still to poverty reduction.

Meeting Sida's Development Goals

Meeting Development Goals while Driven by Goodwill

The overall impression gained from the 43 visits to local CSOs is that the work the Swedish and local CSOs is doing is important and effective in that it produces results in line with Sida's overriding development goals. Another fact that has impressed the consulting team is the extent to which the partnerships are driven by generosity and goodwill. The projects all have unique features and rely to an extremely high degree on Swedish support and on local volunteers that contribute their own time and money in order to help others. In many cases Swedish CSOs have, in parallel with their Sida funded projects, collected funds, clothes, used computers, toys, books, machinery etc. from members and private citizens to send to the recipient country. In a majority of the partnerships where the Swedish CSO is a CBO or an NGO, the time needed to administrate the organization, to design projects, to report to Forum Syd, to recruit development workers, to collect funds, etc. has all been done by unpaid volunteers sacrificing a lot of their own time. In many cases volunteers even take time off from their regular jobs to support development projects in the recipient countries.

PANUA, Ihushi, Mwanza, Tanzania



PANUA is a project driven by the enthusiastic founder Mr. Emanuel Buguba. The initial idea was to help unemployed youths with vocational schooling. Since then the project has expanded to also include child care activities and adult education.

The organization currently has 250 members organized in village groups. They offer adult education based on a fee, child care services for the adults that are studying and the youth activities. PANUA employs five teachers using the fees paid by members.

PANUA are supported by Vänföreningen Ihushi which is a small CBO that has 70 members and rely on volunteers to manage contacts with Forum Syd and others. Between 2001 and 2003 PANUA received support via Forum Syd for the completion of the school building, for teacher training and for training in group oriented training methodology.

The system of channeling funds first through Forum Syd and thereafter through a Swedish CSO to a developing country CSO has functioned well partly because it is based on trust. Although this evaluation is not an audit or a review of the use of funds, it has concluded that Sida's funds have, virtually without exception, been used for the intended purposes and activities.

6. Summary

Achievement of Sida's Requirements

Project and Partnership Requirements

Forum Syd's role is to administrate Sida's funds and to ensure that projects and partnerships meet Sida's objectives.

Sida is responsible for clearly defining the funding requirements so that Forum Syd can administrate the funds.

This evaluation has concluded that Forum Syd has ensured that a number of Sida's requirements have been fulfilled. These are that

- a project have a specific beginning and,
- 20 percent of the total project cost be contributed by Swedish CSOs,
- there is close cooperation between partner CSOs, and
- the projects have a character of human resource development.

With the exception of the Major Recipients, the projects have had a specific beginning and end.

A majority of the analyzed Swedish and local CSOs cooperate closely and the partnerships have endured beyond the period of the Sida funded project. As evidenced by the analysis of the project budgets, some 38 percent of all funds for the projects have been used for activities aimed at developing skills within the local CSO, 25 percent for equipment or buildings and only 22 percent for activities of an organizational development character. The requirement of human resource development thus appears to have been fulfilled.

However, other requirements have not been met in the projects analyzed as part of this study. These are that the projects:

- are the results of local initiatives,
- have objectives that are qualitative and quantitative and
- have a character of organizational development.

A majority of the projects were initiated by the Swedish CSOs indicating that this requirement is not fulfilled by the partnerships.

Some 25 percent of the funds are used to provide for physical resources and only 22 percent are used for organizational development type activities. This appears to be very

low considering that the objective of the support is to help the local organizations and their personnel develop. However, without a clear definition of what type of organizational development Sida requires to be carried out, Forum Syd is unable to ensure that this requirement is met.

The stated aims of the projects analyzed focus to a large extent on the outcome, i.e. improving civil society and the situation for a very broadly defined target group. Expected output has been defined and quantified for very few of the analyzed projects despite it being one of Sida's requirements. This makes it difficult for Sida, Forum Syd and the partner CSOs alike to evaluate and follow-up on the results of the project.

An important observation emanating from the study is that different types of local CSOs need different type of support. The evaluation has shown that, in the case of grass-root organizations, a majority of the activities have been focused on provision of facilities (buildings, equipment, etc.) and salaries to local CSO staff. Local CBOs demanded development of the local skill base, NGOs demanded improvements in organizational development and Professional NGOs focused again on the provision of facilities.

One requirement is that the Sida funded projects should supplement local knowledge. In the case of a traditional partnership project, there is a substantial development of local knowledge in a manner that supplements the local skills base. The provision of development workers is a frequently used means of transferring knowledge. In many cases the development workers are specialists in fields and can introduce new knowledge or up-date local staff. However, there are cases when development workers are used by local CSOs because they are “free of charge”. The subsidy results in a substitution and crowding out rather than the intended complementarity.

Outputs of the Projects

The projects have yielded two types of outputs

- Project outputs e.g. people trained, courses held, wells drilled etc
- Methodological outputs e.g. that the partnership has lead to an improved local CSO

The projects analyzed have been practical and output oriented. They seek to improve the situation for a community or a target group, rather than to create the general outcomes which are used to motivate Sida support. To achieve results visible with the beneficiaries is important for both the Swedish and the local CSOs. Swedish CSOs need to be able to show results for target groups in the recipient country in order to satisfy their members that their charity serves a purpose. The local CSOs, which in most cases are either part of the beneficiary group or work closely with them, need to achieve an impact for their own sake as well as to be able to seek funding, improve their image locally and to continue to cooperate with their partner Swedish CSO.

Therefore, although aims are vaguely worded and lack a clear definition of target groups and measurable goals, funds appear to have been used for the benefit of communities and target groups in the recipient countries.

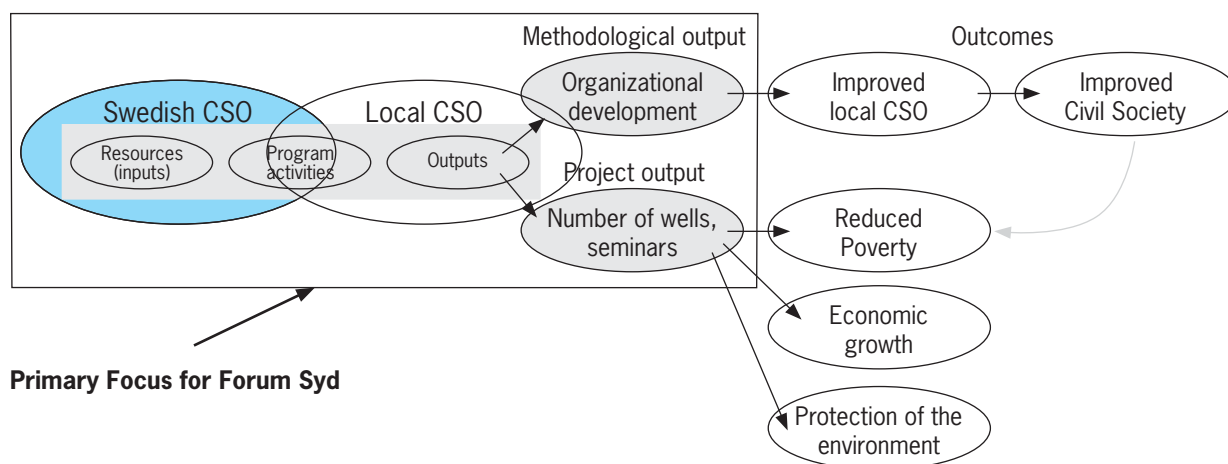
In terms of the methodological output, it appears that there has been substantial development of knowledge and improvement of routines. This has improved the manner in which the local CSO manages and reports on projects. This is learning that is not measured in a budget but that is nevertheless development of an organization’s skills and systems.

Is the Partnership Method Effective in Reaching Sida’s Goals?

Evaluating the actual outputs of a project requires that the outputs be defined beforehand. This is not the case for the projects executed by CSOs funded through Forum Syd.

Sida’s Requirements versus Sida’s Hypothesis

Simplified, Sida’s hypothesis is that funds provided to a *project* that is executed by a *partnership of CSOs* will lead to an *improved Civil Society*. Sida’s requirements are those stated above i.e. local initiative, 20 percent Swedish CSO contribution, close cooperation etc. Forum Syd appears to have focused on attempting to fulfill Sida’s hypothesis instead of focusing on fulfilling Sida’s requirements. Forum Syd is administrator of Sida’s funds. Its role should be to make sure that the requirements are fulfilled not the hypothesis.



The Partnership Method – Pass with Distinction

On the one hand, Sida's hypothesis appears to hold true. The overall impression gained from the evaluation is that the work the Swedish and local CSOs are doing is important and effective in that it produces results in line with Sida's overall development goals. Another fact that has impressed the Consultants is the extent to which the partnerships are driven by generosity and goodwill. The projects all have unique features and rely to an extremely high degree on Swedish and local volunteers that contribute their own time and money in order to help others. The ability of Swedish CSOs to draw on its members and individual persons' generosity and goodwill is a distinguishing feature, unique to this type of support.

The system of channeling funds first through Forum Syd and thereafter through a Swedish CSO to a developing country CSO has functioned well partly because it is based on trust. Although this evaluation is not an audit or a review of the use of funds, it has concluded that Sida's funds have, virtually without exception, been used for the intended purposes and activities.

Quality Partnerships

The Consultants' assessment is that the partnerships have to a large extent been of high quality. This assessment is based on the following:

- the partnerships have to a large extent used the funds to improve the situation for the target group,
- the partnerships are to a large extent been based on a close cooperation between two CSOs,
- the projects have led to a more sustainable local CSO.

Recommendations to Improve the Process

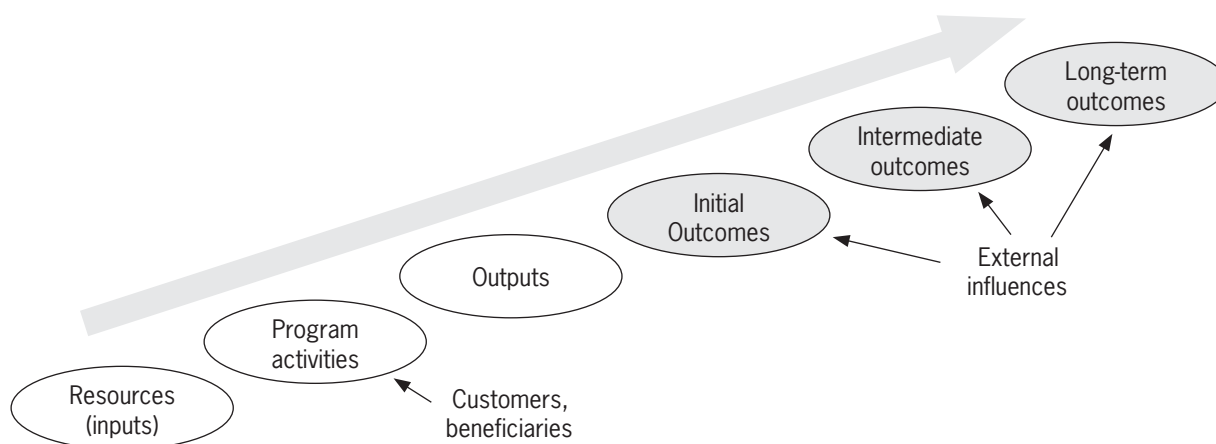
Forum Syd need to focus closely on fulfilling Sida's requirements. The fulfillment of Sida's requirements is necessary in order for Forum Syd to fulfill its mandate. The areas to improve are mainly with regard to the following:

- standardize documentation regarding projects²²,
- help CSOs to clearly define measurable expected outputs and desired outcomes for the projects²³,
- adhere more closely to Sida's requirements regarding
 - a defined beginning and end to a project,

²² A suggested format for Forum Syd's decision making memorandum can be found in Appendix 6.

²³ Reference material on the input, output and outcome method of evaluating projects: Theodore H Poister, Measuring Performance in Public and Nonprofit Organizations, 2003.

- local initiative,
- organizational development character of a project.
- standardize documentation regarding development workers using the same criteria as for a partnership project,
- involve all partners in the project in the application process by using English as a working language.



However, in order for Forum Syd to be able to adhere to the “character of human resource and organizational development”, Sida needs to define this requirement.

A definition regarding expected outputs for organizational development will need to be dynamic and organization specific. However, Sida has developed the Staircase Model and other tools that can be used to both set objectives and measure output.

With a more closely defined requirement, Forum Syd can begin to help CSOs prepare expected outputs and evaluate the results.

Appendix 1

Terms of Reference for a Partnership Evaluation of Forum Syd

1 Background

A considerable part of Swedish development assistance is channelled through Non-Governmental Organisations (NGOs). Disbursements to NGOs for development co-operation have, during recent years, exceeded 900 MSEK per year. At present, the NGO Division at Sida contributes funds to Swedish organisations and their co-operation partners in some 100 countries.

In order to streamline the administration and assessment procedures for project proposals, Sida has introduced a system of frame agreements with thirteen large organisations. The agreements are based on procedures; principles and criteria laid down in Sida's Conditions and Guidelines for NGO support. As part of the frame agreement Sida allocates funds on a yearly basis to these large organisations which administer, assess, approve or reject project proposals from other Swedish NGOs. Sida grants cover up to 80% of the total project costs.

The aim of the co-operation with NGOs is to promote the development of vibrant and democratic civil societies in recipient countries. NGOs are increasingly regarded as potential bearers of democratic values and norms, as well as arenas for democratic training. Since a considerable part of Swedish development support is channelled through Swedish NGOs it is of growing interest to ascertain the degree to which the support has succeeded in contributing to its goal. The actual partnership between Swedish organisations and their local partners is hereby crucial and the very foundation of the support.

The thirteen organisations with a frame agreement with Sida are either operative organisations or so called umbrella organisations. The operative frame organisations are co-operating directly with partner organisations. The umbrella organisations are channelling support through Swedish organisations to the co-operation that they have with local partners. Forum Syd is of the latter kind but also with a fairly large operative personnel assistance (development workers) programme of their own consisting of some sixty volunteers and a number of trainees per year, apart from another sixty volunteers and a number of trainees being recruited by Forum Syd on behalf of their member- or non-member organisations.

Forum Syd provides support to approximately 250 Swedish NGOs¹. The evaluation shall only follow up Forum Syd's operations funded through the so called frame agreement with Sida/ SEKA.

The total support to Forum Syd through this budget-line increased from 142 MSEK in 2002 to 145,8 MSEK in 2003.² The co-operation through Forum Syd covers different sectors, with a dominant focus on the social sector. The Swedish organisations receiving funds from Sida through Forum Syd to the programmes of development co-operation of their partner organisations are listed in Annex 1.

Under separate agreements Forum Syd also received Sida-support 2004 for information activities in Sweden (close to 19 MSEK) through Sida/INFO Dept. Approximately 32 MSEK was also granted Forum Syd on a 100%-basis from budget-lines of Sida/RELA and – ASIEN/DESA Depts.

In the frame agreement of co-operation between Sida and Forum Syd it is stated that an evaluation of results/effects of the development co-operation programme or a system-audit evaluation, should be executed during the ongoing agreement period (2001–2006).

¹ In 2003: 252 different organisations received support for 394 various development activities

² The total support in 2004 amounting to 183,1 MSEK, (148,7 MSEK developing countries, 15 MSEK Central- & Eastern Europe, and 18,9 MSEK for co-operation in the Lake Victoria Region for the first time included within the frame-agreement)

This evaluation is part of the general follow up of programmes supported by Swedish NGOs co-financed by Sida. It is, as such, an important part of the dialogue between Sida and Forum Syd. Sida finds an evaluation of the projects necessary as to receive a more complete picture of the co-operation financed by Sida through FORUM SYD. Any studies that recently have been undertaken in regard to FORUM SYD should be used as background material as well as the principal steering document for Sida's cooperation with NGOs, e.g. "Sida's Guidelines for support to development programmes of Swedish NGOs", "Perspectives on Poverty" and "Sida's policy for Civil Society.

An evaluation, in general, is a method of assessing the results of past actions in order to incorporate the lessons in future planning. Evaluation is integral to development and, by holding a critical mirror to what has taken place, it can a) determine how far the various aims have been met, b) assess the relevance, effectiveness, impact and sustainability of what has been achieved, c) reconsider the validity of the assumptions behind original plan and d) indicate what insights can be offered to improve broader development policy and practice.

2 Purpose and Scope of the Evaluation

The main purpose of the evaluation is to assess the quality and results of the partnership between the Swedish NGO and their local counterpart, on an organisational level.

A key word in this evaluation is 'partnership', which Sida defines as a concept involving 'relationships' and 'common values' as a base for co-operation. The evaluation is expected to analyse and discuss these concepts, within the assignment described below. No further definition is given of 'partnership' here but shall be developed by the consultant, in dialogue with FORUM SYD and Sida.

The evaluation is intended to increase Sida's knowledge about the relationship between Swedish NGO's and its local partners in development so-operation. The evaluation is also expected to assist FORUM SYD to better understand their role and also possible internal development.

It is expected that the evaluation shall serve as an instrument in the process of:

a) strengthen civil society in partner countries, b) improving the processes and handling of future programmes of co-operation with NGOs and c) the development of FORUM SYD and the relationship with local partners.

The evaluation shall provide Sida with a comprehensive review and analysis of Sida's development support through FORUM SYD and projects/programs with its local partners, within the focus described in "The assignment" below. As such, the evaluation will serve as an instrument for Sida's assessment of FORUM SYD and its partnership.

The evaluation will also be used to increase the knowledge about the relevance, possibilities and limits of Sida's co-operation with NGOs.

The evaluation should cover the years 2001–2003.

3 The Assignment

A. The evaluation shall present:

- an overview of FORUM SYD's development co-operation programme/s as covered by the evaluation (e.g. organisations, places and type of co-operation). This should be related to the concept of partnership and cooperation;
- an overview of what factors determine the focus and priorities of Swedish NGO – local NGO co-operation/projects;

- the operational structure for FORUM SYD co-operation, i.e. plans and applications, decisions, agreements, monitoring, control, evaluations etc. This should be related to the concept of partnership and cooperation.

B. The evaluation shall evaluate:

- on what basis the partnership was initiated;
- the relevance, sustainability and the feasibility of the co-operation, and the Swedish NGOs contribution, to strengthening the capacity of the partner organisations to pursue their operations and as such empowering the civil society to improve the living conditions of the poor;
- the quality of the relationships including roles and responsibilities between the Swedish NGO and the local partner organisation, as well as the content of co-operation between and within the organisations and beneficiaries;
- the development co-operation in relation to the issues stated in Sida’s Guidelines for support to development programmes of Swedish NGOs;
- the existence and fulfilment of formal requirement; e.g. existence of written agreements at all levels, internal organisational democratic structures, existence of systems for monitoring and control etc.

C. In addition, the evaluation shall assess:

- the actual results and effects on the direct/final target group/s – through a *few* random samples – achieved by the co-operation between the Swedish NGO and the local partner organisation.

Overall, the evaluation shall have a poverty perspective in its analytical approach, where the main reference document should be Sida’s “Perspectives on Poverty”.

The main focus of the evaluation shall be on section B., above.

4 Methodology, Evaluation Team and Time Schedule

The evaluation is commissioned by the Swedish International Development Co-operation Agency, the Division for Co-operation with NGOs, (Sida/SEKA). Sida/SEKA is responsible for drawing up the terms of reference for the evaluation. Representatives from both Sida and FORUM SYD will be of access to the Consultant throughout the evaluation process.

4.1 Method

The evaluation shall include a selection of Swedish organisations receiving support from Sida/SEKA budget-line through Forum Syd and involve a well balanced mix of larger (so called “årsbidragsmottagare”), medium-sized and smaller member and/or non-member organisations under the Forum Syd umbrella organisation. The organisations must also represent a well balanced mix regarding thematic issues, geographical locations, size of actual support and size and/or number of activities. The Consultant shall propose a method by which this selection will be made. Sida and Forum Syd shall be at the disposal of the Consultant in the process, and the final selection will be subject to Sida’s decision.

Forum Syd has regional offices in five countries; Managua/Nicaragua, Guatemala, Phnom Penh/Cambodia, Dar-es-Salaam/Tanzania and Harare/Zimbabwe. The regional offices and countries that the Consultant will visit are Tanzania, Zimbabwe and Nicaragua. In Tanzania and Zimbabwe the partnership evaluation is to focus more in depth on poverty reduction and HIV/AIDS, and in Nicaragua with a special post-conflict perspective. Sida and Forum Syd shall be at the disposal of the Consultant in the process, and the final selection will be subject to Sida’s decision.

Other countries of special interest to visit would be;

Somalia – the country’s specific situation and the fact that Forum Syd has received earmarked funds earlier from SEKA specifically to benefit from the numerous Somali-Swedish initiatives and Somali human resources in Sweden, in the rebuilding of the country;

Bolivia – what methods are used by the organisations to the capacity-strengthening of the partner organisations, specifically in relation to a conflict perspective;

Russia – the conditions under which NGOs co-operate in the country, the effect of the gradual phasing out of Forum Syd support to co-operation within the new EU member states, in regard to the co-operation programme in Russia.

The Consultant shall evaluate necessary background documentation³ and visit a sample of partner organisations and projects. The partner organisations and projects shall be selected in order to ensure a reliable and representative basis for the purpose of this evaluation.

The Consultant shall relate to and comment on Forum Syd’s recently adopted new strategies⁴ for Civil Society Co-operation against a background of his/her findings regarding results for the evaluation period.

The selected Consultant shall begin the assignment by preparing an *inception report* elaborating on the basic design and plan for the evaluation. After approval by Sida/SEKA the Consultant shall begin to carry out the evaluation as soon as possible.

During the evaluation process, the consultant shall give feedback on and discuss the initial observations/findings with the local partner organisations, i.e. included in the visits to the chosen countries.

FORUM SYD and the concerned NGOs should be given the possibility to review the report and comment and correct factual errors, before the *draft report* is submitted to Sida.

4.2 The Consultant

The Consultant assigned to carry out the evaluation should have qualification, knowledge and experience appropriate to the purpose and scope of the evaluation. The consultant shall have documented experience of international development cooperation and knowledge about civil society issues as well as the challenges civil society organisations are facing.

The Consultant should seek to have a gender balanced team and to use a participatory approach. The Consultant shall ensure that appropriate knowledge about local contexts forms a part of the evaluation, e.g. the use of local consultants.

4.3 Time Schedule

The time needed for the assignment is estimated not to exceed *30 person weeks*, including the time required to prepare the inception report and complete the final report.

³ Documentation will be provided by Forum Syd and/or Sida

⁴ * strengthening of civil society’s learning-, competence- and methodology development,

* strengthening of civil society capacity in advocacy work on global development issues,

* strengthening of long-term effects on civil society development work through coordination of various development projects

5 Reporting and Timing

The evaluation shall be started no later than the 15 September 2004 and a *draft* of the final report shall be presented to Sida's NGO Division for consideration, no later than 15 February 2005. The draft report shall be authored in English and submitted to Sida electronically and in 5 (five) hardcopies. The report shall include a presentation of the chosen methodology and evaluation design. It shall also list all contributors to the evaluation (excepting those that have opted for anonymity).

Sida and FORUM SYD will comment on the draft report after which the Consultant shall prepare the *final report*. The final report shall be delivered to Sida's NGO Division within two weeks after received comments from Sida and Forum Syd. The final report shall not exceed 50 pages excluding Annexes and be submitted electronically and in 15 (fifteen) hardcopies.

The final report must be presented in a way that enables publication without further editing. The format and outline of the final report shall therefore follow, as closely as feasible, the guidelines presented in Sida Evaluation Manual – "Looking back, moving forward". The report shall be typed on a word processor, using Word 6.0 as software. Later editions of this software may also be used (e.g. Word 7, Word for Windows 95 or 97). To facilitate editing and printing the authors shall supply Sida with a disc, containing one file only. Subject to decision by Sida, the report might be published in the series *Sida Evaluation*.

The assignment also includes the completion of Sida Evaluations Data Work Sheet including an Evaluation Abstract (final section G) as defined and required by DAC. Failing a completed Data Worksheet the report cannot be processed.

6 Other

Sida's strategy for the internal development of capacities implies that Sida personnel should have a possibility to participate in the ongoing work of the Consultant when appropriate.

7 Specification of Requirements

The Consultant shall state the working methods employed in order to complete the assignment and secure the quality of the completed work.

The Consultant shall submit a proposal for time and working schedules according to the Assignment.

Appendix 2

Swedish CSO	Interviewed
Adoptionscentrum	Christina Gibson
Aktiva insatser med världens barn i centrum (ABC)	Ida Asplund
ALVOM	Torvald Olsson
APES	Leonel Búcaro
Bonded Labour Liberation Front Sweden (BLLF)	Cecilia Karlsson
Centerkvinnorna	Karin Söndergård
Children of the Future (COF)	Ove E. Eriksson
CIS – Centre Party International Foundation	Siv Ramsell Westberg
Daryeel Association	Abdullhai Sheikh Abdi
Enköpingskretsens Centerkvinnor	Solveig Zander
Enskede Frisbee klubb	Pål Eriksson, Anders Backman
Folkuniversitetet	Ali Rashidi
Förbundet Adoptionscentrum	Ann-Charlotte Gudmundsson
Föreningen Civis	Malin
Föreningen för Etiopiska hälso, sjukvårdspers	Biniyam Wondimu
Föreningen för Urban Utveckling i Östafrika	Måns Enander
Forum Syd – Nicaragua	Anders Hals
Forum Syd – Nicaragua	Lars Bildt
Framtidsjorden	Karin Johnson, Eva Magnusson
Freds- och Biståndsföreningen	Tony Nordström
Friluftsrämjandet Bollnäs	Sven Granström
Gambiagrupperna	Barbara Johansson
Göteborgs-Initiativet	Anders Lygdman
ID – Institutet	Danial Folkesson
IHANJA- Brunnar och träd (IBT)	John Lundman, Gunnel Lundman
IOGT-NTO rörelsens Internationella Institut	Joakim Ekh
Jagriti Viharas Vänner	Ola Friholt
JIDCA – Jämtlandsgruppen för int. samarbete	Sonja Holmberg
KFUM Jönköping	Maria Torén
Kurdiska Rädda barnen	Homar Kadir
Kvinnofolkhögskolan, Internationella Föreningen Joyce	Agneta Wirén
Kvinnojouren Vändpunkten	Lotta Hedström, Susanne Kurtson
Kvinnor i samverkan	Brita Gerdin
Läkare Utan Gränser	Kerstin Åkerfält
Läraryrket, Lokalavdelningen	Roland Ekbohm
Mor Oliviagården	Carin Nilsson
Munkebäcks Gymnasium Internationella för.	Karin Sandgren
Musik- och kulturföreningarnas sam.org	Mats Lodén
Nawawi Hjälps förening (NHF)	Maxamud Kullane
NBV Sydost (tidigare Kalmar län)	Leif Andersson, Ulla Ferm
Neutrala ungdomsförbundet V förening	Ali-yare Gaani Abdi
Noaks Ark	Eva Eklund
Palestinagrupperna i Sverige	Yvonne Fredriksson
Pan Asia Cooperation Society	Tore Almeus
People to People in Sweden (PTPS)	Dr Dassalegn Bayih

Swedish CSO	Interviewed
Praktisk Solidaritet	Maria Erlandsson
RMSH	Hans Kihlström
Rotary distrikt 2350	Ingemar Widegren
Rotarys Läkarbank, stiftelsen	Gunnar Fjellander
Safina Föreningen	Rigmor Mjörnell
Samerådet Svenska sektionen	Ann-Kristin Håkansson Iguaiquinya
Sanct Botvids Scoutkår	Monica Corlin
Sensus	Carina Larusson, Kerstin Hellmansson
Södra Afrika kommittén i Halmstad (sak)	Ulf Halldin
SOFIA, Föreningen	Helena Nordlund
Somali Welfare Society	Abdi-Wei Mohamud
Somalia International Rehab. Center	Abdillahi Jama
Somaliska Benadir Hjälpförening	Mikael Persson
Stiftelsen Bergslagsgårdar	Britta Schölin
Stiftelsen Storholmen Norden	Maria Bessmert
Stiftelsen Fistulasjukhuset	Christina Andersson
Stödföreningen för JOHA Trust	Sonja Björkén
Stödkommittén för centralamerikas folk	Margareta Nordh, Maria Dahmén
Studieförbundet Vuxenskolan Lindesberg	Gert Forsberg
Studieförbundet Vuxenskolan, Kronoberg	Jarl Branting
Studieförbundet Vuxenskolan, Västsverige	Kerstin Vennerbro
Studieförbundet i Västmanland	Hans Lindell
Studieförbundet Småland Gotland	Leif Holmström
Svalorna Indien-Bangladeshsektionen	Eva Hägerstrand
Svalorna Latinamerika	Cecilia Angberg, Karin Bodin
Svenska Afghanistankommitteen	Håkan Josefsson
Svenska Frisbee förbundet	Pål Eriksson, Anders backman
Svenska Handbollförbundet	Mats Magnusson/Börje Larsson
Svensk-Tanzaniska föreningen (SVETAN)	Sten Löfgren
Svensk-Ryska Företagarföreningen (SRF)	Bengt Lundström, Svetalana Nordenås
Tyresö U-lands- och fredsförening	Gunnar Petersen
Unga Örnar Trollhättan	Fredrik Forséen
Vänföreningen Ihushi	Lage Bergström
Vänortsföreningen Jönköping-Bangladesh	Lars Forsberg
Vänortsföreningen Lund-León	Cecilia Lindblom
Vänskapsförbundet Sverige-Nicaragua	Mats Carlsson, Kent Östlund
Vi planterar träd, Insamlingsstiftelsen	Ulf Lindgren
Volontär Forum Syd/RSMH	Rosa Rosales
Världsnaturfonden (WWF)	Barbara Hessel, Gitte Jutvik, Ola Jennersten
Yari – Iranska Ungdomshjälpföreningen	Masoud Ebrahim Variani

Local CSO	Country	Interviewed
ACJ-YMCA de El Salvador	El Salvador	Julia Villalobos and Isabel
AGOHELD	Ethiopia	Eshetu Aredo
ASMEN	Nicaragua	Daniel Quesada, Rosa Argentina Rodriguez, Pedro Antonio Martinez
Asociación Campesina Juan XXIII	Nicaragua	Maria Rocha
Asociación Las Tias	Nicaragua	Corina Alvarez
Asociacion de Promotores de Cultura APC Condega	Nicaragua	Emma Centeno Rizo, Leonel Calero
Bagamoyo Sculptural Arts School Trust	Tanzania	Abdallah Ulimwengu
CARITAS West	Russia	Rosalia Teterska
CBISDO, Community Based Integrated Sustainable Development Organization	Ethiopia	Sr Turufat, Dr Jember
Central Buganda Diocese	Uganda	Bishop Jackson
Centro Acción Ya!	Nicaragua	Martha Mungía
Club Infantil	Nicaragua	Armida Arrúz, Daniela, Lydia Palacios Chiong
Dandora Women Development self help group	Kenya	Jennifer and Lennart Almqvist
ELCROS	Russia	Aleksander Pastor
Elk Valley, Slavsk (Kaliningrad)	Russia	Ivan Makhlov/Slavsk District Adm
Hamlin Fistula Welfare and Research Trust	Ethiopia	Catherine Hamlin, Ruth Kennedy
HAPCSO – Hiwot HIV/AIDS Preventive, Care and Support Organisation	Ethiopia	Sis Tibebe Mako, Mr Efraim
Housing Society for Moyka Emb. No 104	Russia	Svetlava Pavlova
IMU Instituto de la mujer	El Salvador	Deysi Cheyne
JOHA Trust	Tanzania	Halima Kamote
KOLOKOL	Russia	Tatiana Strabakhina
KSTU Hope for Future	Russia	Ludmila Shkodich
K-VOWRC	Kenya	Professor Elisabeth Ngugi
Los Pipitos, Jinotega	Nicaragua	Fatima Lalta
Movimiento Comunal Somoto	Nicaragua	Roger Ramirez
NGO Insterburg (Horseriding Sports Club)	Russia	Ganna Zernova
Norden and Strategy	Russia	Boris Anninsky, Darja Akhutina, Denis Torhov
OPTIMALIST	Russia	Severinov, Dimitri
PANUA	Tanzania	Emanuel Buguba
Prins Druzhina	Russia	Piotr Vasim
Provincial Medical Headquarters Nyanza Province	Kenya	Krisantus Makomera, Görel Day Wilson
Public Fund With Hope for the Future	Russia	Olga Melehina
Regional office Kisumu	Kenya	Fred Marani
Rotary Club of Nairobi (Murang'a)	Kenya	Atia Yahya, Project co-ordinator
RUCHA - Umbrella org for Housing Societies	Russia	German Lomtev
SAFINA Trust Fund	Tanzania	Portphela Dandu
Sober Tanzania	Tanzania	Fabian Nking'wa
Sober Uganda	Uganda	Rashid Mukasa
SUDEA	Ethiopia	Almaz Terrefe
UCA Mirafior	Nicaragua	Francisco Muñoz
UYDEL Uganda Youth Development Link	Uganda	Rogers Kasirye
VEDA Center	Russia	Olga Sopina

The Interviewed CSOs

The Consultants have

- Conducted 43 in-depth interviews with both partners in Swedish-local SCO partnerships, i.e. carried out 86 interviews with both the Swedish and the local CSO
- Carried out 14 in-depth interviews with Swedish CSOs only
- Conducted 33 short telephone interviews with Swedish CSOs only.

This represents 26 percent of all the Swedish CSOs (out of a total number of 558 projects) and 29 percent of all funds approved by Forum Syd during 2001 to 2003.

The Consultants have included 10 percent of all local partner CSOs in the evaluation. The table below shows the number of projects and volume of funding covered by the evaluation.

Amount SEK	Total cost of projects 2001–2003	Cost of projects included in the evaluation	%
Major Recipients (Swedish CSO)	167,476,200	167,476,200	100
Other projects	152,849,845	44,355,500	29
of which interviews with both Swedish CSOs and local CSOs incl. visits to local CSOs		14,195,000	9

In many cases, the partner CSOs have cooperated in more than one project. The table below sets out the number and proportion of projects included in the fieldwork as compared to the total number funded through Forum Syd.

Number of projects	Total number of projects 2001–2003	Projects included in the evaluation	%
Major Recipients (Swedish CSO)	27	27	100
Other projects	531	137	26
of which interviews with both Swedish CSOs and local CSOs incl. visits to local CSOs		51	10

Projects included in the evaluation were implemented the following years:

	2001	2002	2003	Total
Approved number of projects	191	165	202	558
%	34	30	36	
Projects included in the evaluation	48	42	47	137
%	35	31	34	

The projects vary in size (amount in SEK), with respect to where they are implemented and as regards type of problem they are trying to remedy. The table below shows the distribution of projects included in the evaluation in terms of project cost.

Project size (SEK)	Number of projects	% Excl. Major Recipients	Projects included in the evaluation	% Excl Major Recipients
Projects 0–50,000	112	21	13	12
Project 50,001–100,000	74	14	9	8
Projects 100,001–200,000	126	24	26	24
Projects 200,001–500,000	148	28	38	35
Projects 500,001–1.000,000	48	9	11	10
Projects >1.000,000	23	4	13	12
	531		110	
Projects of Major Recipients	27	–	27	–
Total	558		137	

SForum Syd local staff	Interviewed
Regional Manager Dar es Salaam	Maria Kempe
Program officer, Dar es Salaam	Elisabeth Hårleman
Volunteer BAMVITA, Dar es Salaam	Helen Lindh
Program officer, Lake Victoria region, Mwaqza	Liisa Rihimäki

Appendix 3

CSO Details - Leo					
Project number	1	<input type="text"/>	Visited/Tel/Fax/email	3	Date
SVEO	2	<input type="text"/>	Visited/Tel/Fax/email	4	Date
5 Name	<input type="text"/>				
6 Address	<input type="text"/>				
7 Telephone	<input type="text"/>				
8 Website	<input type="text"/>				
9 Name of Contact Person	<input type="text"/>				
10 e-mail contact person	<input type="text"/>				
11 Interviewer	<input type="text"/>				
12 Year Leo was established	<input type="text"/>				
13 What level of focus for Leo 2004? (Y/N)	<input type="checkbox"/>	Local (village/part of municipality/part of city/entire city)			
	<input type="checkbox"/>	Regional (entire county/major cities only/rural only)			
	<input type="checkbox"/>	National			
	<input type="checkbox"/>	Transnational (e.g. Lake Victoria)			
	<input type="checkbox"/>	International			
14 Comment	<input type="text"/>				
15 What sectors do you address? (Y/N)	<input type="checkbox"/>	Education children			
	<input type="checkbox"/>	Education adult			
	<input type="checkbox"/>	Education of ethnic minority			
	<input type="checkbox"/>	Education other			
	<input type="checkbox"/>	Emergency Health			
	<input type="checkbox"/>	Preventive Health			
	<input type="checkbox"/>	Specific Health e.g. HIV AIDS, drugs			
	<input type="checkbox"/>	Environment as the overall goal			
	<input type="checkbox"/>	Environment as a tool			
	<input type="checkbox"/>	Civil Society - advocacy			
	<input type="checkbox"/>	Civil Society - networking			
	<input type="checkbox"/>	Civil Society - outreach			
	<input type="checkbox"/>	Democracy - gender			
	<input type="checkbox"/>	Democracy - human rights			
	<input type="checkbox"/>	Democracy - individual capacity building			
16 Which are the 3 main aims of organization?	Priority 1	<input type="text"/>			
	Priority 2	<input type="text"/>			
	Priority 3	<input type="text"/>			
17 Number of staff	<input type="text"/>				
18 Number of paying members	<input type="text"/>				
19 What other activities does the Leo carry out?	<input type="text"/>				
	<input type="text"/>				
20 Total revenue/income for Leo (USD/SEK/EUR)	Year 1	Year 2	Year 3	(during the partnership period)	
Membership fees	<input type="text"/>	<input type="text"/>	<input type="text"/>		
Forum Syd contribution	<input type="text"/>	<input type="text"/>	<input type="text"/>		
Other donors	<input type="text"/>	<input type="text"/>	<input type="text"/>	Which donor/donors? <input type="text"/>	
Other sources	<input type="text"/>	<input type="text"/>	<input type="text"/>		
21 Total costs for Leo (SEK/USD/EURO)	Year 1	Year 2	Year 3	(during the partnership period)	
Staff remuneration	<input type="text"/>	<input type="text"/>	<input type="text"/>		
Other operating costs	<input type="text"/>	<input type="text"/>	<input type="text"/>		
22 Asset value (SEK/USD/EURO)	<input type="text"/>	<input type="text"/>			
23 Has interviewer collected Financial Accounts for the partnership period from Leo? (Y/N)	<input type="checkbox"/>				

Partnership

	# of Sveo staff	# of Leo staff	
24 Staffing of the project			Project manager
			Project administrator (back-office support)
			On-site experts
			On-site support staff
			Total staff on project

25 Year partnership started

26 What was the starting point for the partnership? _____

27 Who initiated the partnership? _____

28 Which year did the first Forum Syd project start? _____

29 Has the Leo and Sveo cooperated .. (Y/N) this time only
 continuously
 several times

30 How often were you in contact with each other during the project? (Y/N) every week
 every month
 every quarter
 every 6 months

31 How often are you in contact now (after project end)? (Y/N) every week
 every month
 every quarter
 every 6 months
 never

32 Did the partnership continue after the completion of the Forum Syd project? (Y/N)

33 What type of activities were/are carried out in the continued project?
 1 _____
 2 _____
 3 _____

The Project

34 What is the focus for project? (Y/N) Local (village/part of municipality/part of city/entire city)
 Regional (entire county/major cities only/rural only)
 National
 Transnational (e.g. Lake Victoria)
 International

35 Comment

36 Definition of target group 1 _____
 other beneficiaries _____

37 Was a target group defined? (Y/N)

38 Have you evaluated the effect of the project on the target group (Y/N)

39 Was the evaluation carried out by independent evaluators? (Y/N)

40 Was any of the following been carried out before the project? (Y/N)

<input type="text"/>	Swot analysis	Available?	<input type="text"/>
<input type="text"/>	Feasibility study		<input type="text"/>
<input type="text"/>	Risk analysis		<input type="text"/>
<input type="text"/>	LFA		<input type="text"/>

41 Actual activities in project?
 1 _____
 2 _____
 3 _____

(An example would be training courses, schools built, seminars held etc.)

Output analysis

	Measurement unit	Number
42 Expected output (Quantifiable)	1	
	2	
	3	

	Measurement unit	Number
43 Actual output (Quantifiable)	1	
	2	
	3	

44 What factors impacted on the results?

Exogenous factors	Endogenous factors
_____	_____
_____	_____
_____	_____

45 What negative side effects were there from the project?

1 _____

2 _____

3 _____

46 Have project related activities continued after completion of the project? (Y/N)

47 Support for these activities given by

<input type="checkbox"/>	Sveo
<input type="checkbox"/>	Leo members
<input type="checkbox"/>	other donors
<input type="checkbox"/>	fees
<input type="checkbox"/>	other

48 What three internal issues you (Leo) had at the outset of the project?

1 _____

2 _____

3 _____

49 What three internal issues you (Leo) had at the end of the project?

1 _____

2 _____

3 _____

50 In what manner have you (Leo) improved? (interviewer to complete during interview, not necessary to ask directly)

"better...."

<input type="checkbox"/>	project management skills	<input type="checkbox"/>	Standardized procurement procedures
<input type="checkbox"/>	regular financial reporting	<input type="checkbox"/>	transparent procurement procedures
<input type="checkbox"/>	HR routines	<input type="checkbox"/>	membership information and frequency
<input type="checkbox"/>	MIS systems	<input type="checkbox"/>	other
<input type="checkbox"/>	regular management meetings	<input type="checkbox"/>	other

Impact on Civil Society

51 What do you consider were your main competencies at the beginning of the project? (on a scale of 1-5, 1 = poor 5= very good)

<input type="checkbox"/>	Outreach
<input type="checkbox"/>	Voice/advocacy
<input type="checkbox"/>	Spreading information
<input type="checkbox"/>	Networking
<input type="checkbox"/>	Equal rights

52 What do you consider to be your main competencies now? (on a scale of 1-5, 1 = poor 5= very good)

<input type="checkbox"/>	Outreach
<input type="checkbox"/>	Voice/advocacy
<input type="checkbox"/>	Spreading information
<input type="checkbox"/>	Networking
<input type="checkbox"/>	Equal rights

53 How many times in the last year did Leo representatives discuss beneficiaries' concerns with local authorities?

54 How many times has Leo participated in knowledge sharing activities in the last year?

Future Plans

55 What are your three main priorities for the coming 2 years?

1 _____
 2 _____
 3 _____

56 How do you intend to finance them?
 USD/SEK/EURO

Priority 1	Priority 2	Priority 3
<input type="checkbox"/> Sveo	<input type="checkbox"/> Sveo	<input type="checkbox"/> Sveo
<input type="checkbox"/> Leo members	<input type="checkbox"/> Leo members	<input type="checkbox"/> Leo members
<input type="checkbox"/> other donors	<input type="checkbox"/> other donors	<input type="checkbox"/> other donors
<input type="checkbox"/> fees	<input type="checkbox"/> fees	<input type="checkbox"/> fees
<input type="checkbox"/> other	<input type="checkbox"/> other	<input type="checkbox"/> other

Organizational level

57 Do you regularly prepare reports and perform follow-up? (Y/N)

<input type="checkbox"/>	activity reports
<input type="checkbox"/>	quantifiable goals
<input type="checkbox"/>	evaluation methods
<input type="checkbox"/>	budget follow-up

58 If Leo does not have quantifiable goals, how are budgets prepared?

59 Do you have statutes or similar? (Y/N) available interviewer has collected statutes from Leo (Y/N)

60 Do you have strategy documents? (Y/N) available

61 Do you have job descriptions? (Y/N) available

62 Do you have a mission statement that is (Y/N)

<input type="checkbox"/>	documented in writing
<input type="checkbox"/>	discussed internally
<input type="checkbox"/>	known by all members and staff
<input type="checkbox"/>	spread outside the organization

63 Do you have plans for HR development? (Y/N)

64 Do you have managerial and staff development programs? (Y/N) If yes, date of the last one
 If no, why not

65 Percentage of women in management on board

66 What percentage of vulnerable /minority/ ethnic groups are represented in the
 staff
 members
 leadership/management

Appendix 4

CSO Details - Sveo

1 date of telephone interview
 2 Interviewee was correct person to speak to (Y/N)

3 SVEO Name *OBS! Exakt samma stavning som i grunddatabasen*
 4 Address
 5 Telephone
 6 Website
 7 Name of person interviewed
 8 e-mail person interviewed
 9 Interviewer

10 Year Sveo was established Leo
 Leo country

Project Details

Project nr approved	Name	Total project cost	Amount Forum Syd	Final Project cost	Start date	End date	Final report date
2001-2003							
11 Forum Syd project number	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12 Description of project (from Forum Syd documents)	<input type="text"/>						
13 Main aim project (Y/N)	<input type="checkbox"/> Strengthen LEO knowledge <input type="checkbox"/> Strengthen Civil Society <input type="checkbox"/> Human Rights <input type="checkbox"/> Strengthen LEO structure Use Forum Syd's definitions <input type="checkbox"/> Reduce Poverty <input type="checkbox"/> Equal rights (gender) <input type="checkbox"/> Awareness <input type="checkbox"/> other, specify _____ <input type="checkbox"/> other, specify _____						
14 What level of focus for Sveo 2004? (Y/N)	<input type="checkbox"/> Local (village/part of municipality/part of city/entire city) <input type="checkbox"/> Regional (entire county/major cities only/rural only) <input type="checkbox"/> National <input type="checkbox"/> International						
15 Comment	<input type="text"/>						
16 What sectors do you address? (Y/N)	<input type="checkbox"/> Education children <input type="checkbox"/> Education adult <input type="checkbox"/> Education of ethnic minority <input type="checkbox"/> Education other <input type="checkbox"/> Emergency Health <input type="checkbox"/> Preventive Health <input type="checkbox"/> Specific Health e.g. HIV AIDS, drugs <input type="checkbox"/> Environment as the overall goal <input type="checkbox"/> Environment as a tool <input type="checkbox"/> Civil Society - advocacy <input type="checkbox"/> Civil Society - networking <input type="checkbox"/> Civil Society - outreach <input type="checkbox"/> Democracy - gender <input type="checkbox"/> Democracy - human rights <input type="checkbox"/> Democracy - individual capacity building						

19 Which are the 3 main aims of organization
 Priority 1 _____
 Priority 2 _____
 Priority 3 _____

20 Number of staff

21 Number of paying members

22 Year partnership started

23 What was the starting point for the partnership? _____

24 Who initiated the partnership? _____

25 Did the partnership continue after the completion of the Forum Syd project? (Y/N)

26 What type of activities were/are carried out in the continued project?
 1 _____
 2 _____
 3 _____

Summary sheet

Interview Quality 1-substandard - 5 excellent
 1

5

D2	Sector (main/sub)									
	a. The project(s) main	P, D, E osv	<input type="text"/>	Poverty	Democracy	Environm.	Gender	Conflict	Health	Education
	b. The project(s) sub	P, D, E osv	<input type="text"/>	Poverty	Democracy	Environm.	Gender	Conflict	Health	Education

D3	Swedish CSO								
	a. SvEO	<input type="text"/>	one person	grass root	CSO	NGO	Institute		
	b. LEO	<input type="text"/>	one person	grass root	CSO	NGO	Institute		

D4	SvEO's Role	<input type="text"/>	Active/Dominating	Rel active	Equal	Rel passive	Financier/Passive
----	-------------	----------------------	-------------------	------------	-------	-------------	-------------------

D5	SvEO main sponsor	<input type="text"/>	10%	30%	50%	80%	100%
----	-------------------	----------------------	-----	-----	-----	-----	------

D8	Type of support ("hardware" ratio)	<input type="text"/>	100%	50/50	None
----	------------------------------------	----------------------	------	-------	------

D10	Focus	<input type="text"/>	Vulnerable groups	Mainly vuln. Groups	50/50	Mainly LEO	LEO organisation
-----	-------	----------------------	-------------------	---------------------	-------	------------	------------------

D12	Actual achievement of planned results (output)	<input type="text"/>	None	Disappointing	Relatively good	As expected	Exceeding expect
-----	--	----------------------	------	---------------	-----------------	-------------	------------------

D13	Actual achieved results for beneficiaries	<input type="text"/>	Not worked	Disappointing	Relatively good	As expected	Exceeding expect
-----	---	----------------------	------------	---------------	-----------------	-------------	------------------

D14	LEO Survival - if no more FS support	<input type="text"/>	Everything ruined	Little left	Some effects	Main operation	Operate on its own
-----	--------------------------------------	----------------------	-------------------	-------------	--------------	----------------	--------------------

Appendix 5 Brief Description of the Major Recipients

During the period 2001 to 2003 nine Major Recipients received about 40 percent of the total contribution Sida channeled through Forum Syd. The Major Recipients and their funding was as shown below (all amounts are in SEK).

Major Recipients	2001	2002	2003	Total during the period
Arbetargruppen för landsbygdsutveckling (Sofia)	1,372,000	1,058,000	1,242,000	3,672,000
Svalorna Indien Bangladesh	2,764,000	2,995,000	2,924,200	8,683,200
Gambiagrupperna	3,237,000	3,237,000	3,243,000	9,717,000
Framtidsjorden	3,427,000	3,222,000	3,303,000	9,952,000
Svalorna Latinamerika	4,255,000	4,647,000	4,891,000	13,793,000
Svenska Afghanistankommittén (SAK)	6,064,000	7,000,000	7,000,000	20,064,000
IOGT-NTO	5,764,000	7,358,000	7,500,000	20,622,000
Världsnaturfonden (WWF)	13,200,000	13,312,000	10,981,000	37,493,000
Vi Planterar Träd	15,000,000	15,000,000	13,750,000	43,750,000
Total support to Major Recipients	55,083,000	57,829,000	54,834,200	167,746,200
Total amount from Sida	137,000,000	141,901,000	152,970,000	431,871,000
Total support to Major Recipients/ Total amount from Sida	40%	41%	36%	39%

The two largest Major Recipients are Världsnaturfonden (WWF) and Vi Planterar Träd. They received each more than SEK 10 million annually. The other Major Recipients were each granted between SEK 7.5 million and about SEK 3 million each year.

The Guidelines

The Major Recipients are CSOs that receive lump-sum funds for several projects at one time. They submit annual applications that cover several projects thereby reducing the administrative work of both the Major Recipient and Forum Syd. The funds are approved annually after a review by Forum Syd and Sida. Major Recipients submit brief half-yearly reports and extensive annual reports.

The advantages of having special agreements with Major Recipients are that

- it reduces the workload of Forum Syd and Sida – Forum Syd reviews one application for a global amount each year and this amount used for various projects that the Major Recipient is carrying out,
- it allows continuity in the development work – the Major Recipients can plan and carry out longer-term projects, and
- it reduces the administrative work for the Major Recipients. After review with Forum Syd, the CSOs can be allowed to reallocate funds between projects if needed during the year.

Support to the Major Recipients should follow Sida's guidelines for development programs of Swedish NGOs. The criteria used to approve a Major Recipient, which were established in 1996, are currently being reviewed by Sida. The criteria that a Major Recipient should fulfill are set out below.

Major Recipients should:

- be extensively involved in aid or development related activities each year,
- have several on-going project or a large and varied development program,
- be a “stable” organization,
- have continuity in its developmental work,
- have a documented ability to perform aid or development work,
- have an adequate administrative capacity and
- have worked with Forum Syd and Sida during several years.

Currently, Forum Syd is not accepting applications from CSOs that wish to be listed as Major Recipients.

Description of the Major Recipients Receiving Funds 2001 to 2003

Sofia

During 2001 to 2003 the Sofia Institute worked primarily to introduce and implement sustainable agriculture and forestry methods in Dominican Republic and Haiti and to introduce and implement new teaching methods using the Waldorf pedagogical method.

The following were Sofia’s main projects during the period:

- Create sustainable agriculture and forestry in the Dominican Republic. Activities included advice and implementation of new agricultural techniques, the continued support to farmers through small credits and help to farmers in accessing a larger market for their products.
- Support to a local CSO in the Dominican Republic by providing small credits to local entrepreneurs, education for children, library facilities and health related activities.
- Support to a local CSO in the Dominican Republic by providing courses in the Waldorf methodology to primary school teachers.
- Help to local schools in South Africa introduce gardening activities to and teach gardening, bee-keeping and fishing techniques.
- Survey of educational needs in a certain region of South Africa.

Sofia works with local CBOs i.e. legally registered entities that are involved in helping a small community. During the period Sofia has transferred knowledge to the local CSOs through by way of training by foreign experts to local teachers. Sofia also paid salaries for local CBO employees and funded recurring costs of the local CBOs. Sofia invited youth volunteers to work in the local CBOs but have not employed development workers.

The focus of the projects has been on the transfer of knowledge in specific subjects such as sustainable agriculture and the support to local CBOs.

Svalorna Indien Bangladesh

Svalorna Indien Bangladesh is part of the international Emmaus Movement and this section is an independent organization working primarily in India and Bangladesh. Svalorna Indien Bangladesh works with poor in rural areas.

During the period, the projects supported with the help of funding through Forum Syd included:

- Building an ecological farm in India,
- Helping to create more democratic and gender-based village communities,
- Developing beekeeping activities and marketing of honey,
- Awareness Raising on Ecological Agriculture in Bangladesh,
- Ecological shrimp-farming in Bangladesh,
- Courses in sustainable use of land and water among small scale farmers in Bangladesh and
- Fund for support to small scale enterprises in India and Bangladesh.

In total some 10 different local CBOs or grass-root organizations were assisted. Svalorna supports its local partners with fixed amounts of money mainly for recurring costs of the local CSO. In addition, Svalorna had several development workers recruited from Sweden working in the local partner CSOs. About 41 percent of the funds received from Sida through Forum Syd are allocated to development workers salaries and living costs.

Gambiagrupperna

Gambiagrupperna is an organization composed of more than 750 smaller grass-root organizations that support development work in Gambia. Gambiagrupperna has, since 1984 built primary schools in rural communities in Gambia. Gambiagrupperna works directly with local village councils to construct school buildings, kitchens for the schools and lavatories. Gambiagrupperna also trains local builders and kitchen staff in how to maintain buildings and how to prepare food hygienically.

Gambiagruppernas' contribution comprises mainly funds needed for the construction of the buildings. Gambiagrupperna have established a local office in Gambia under the name of Hope in our Hands, which is also registered as a local NGO. However, Hope in Our Hands is still operated by Swedish development workers and is not yet a local CSO managed by local initiative and staff.

Framtidsjorden

Framtidsjorden is an NGO with members comprising Swedish CBOs with links and relationships with grass-root organizations and CBOs in India and South America. Framtidsjorden is focused on supporting this large international network of organizations by offering training and environment related education in subjects demanded by its members.

Activities supported with funds through Forum Syd during the period included:

- Design and creation of a “model-farm” with ecological methods of agriculture,
- Courses and seminars in ecological management and maintenance of forests,
- Expansion of ecological banana plantations and marketing assistance,
- Workshops on hygiene and nutrition in slum areas and
- Workshops on democracy, media and how to obtain information.

Framtidsjorden works through its Swedish and local CSOs and supports them with workshops, expert advice and, in some cases, development workers.

Svalorna Latinamerika

Svalorna Latinamerika is part of the international Emmaus Movement. The Latin American section is an independent organization. The organization is separate from Svalorna Indien Bangladesh and supports local CSOs in development projects in Nicaragua, Peru and Bolivia.

Svalorna Latinamerika mainly recruits and sends out development workers to assist local partner CSOs. The target group comprises CSOs that work with poor people in rural and urban settings and those working with children, youths, women and ethnic minorities.

The development worker positions during the period 2001 to 2003 were:

- Special pedagogical expert to support a special needs school in Nicaragua,
- Primary school teacher at pre-school in Peru,
- Physiotherapist for elderly,
- Nurse and
- Carpenter.

Svenska Afghanistankommittén (SAK)

SAK was formed in 1980 to create awareness and support for Afghanistan's fight against Soviet occupation and has since then developed into one of the leading development organizations for Afghanistan. SAK is an institute that has several offices, one in Sweden, one in Pakistan and four in Afghanistan. SAK does not work with local CSOs but employs its own personnel to carry out projects in Afghanistan.

During the period the following kinds of assistance was provided:

- Salaries for primary school teachers,
- Teacher training,
- Construction of wells and latrines,
- Physical rehabilitation of handicapped,
- Distribution of quality grain for agriculture and
- Training of locally employed staff in SAK's local offices.

SAK receives funds from several donors and manages programs for other international development agencies in Afghanistan. The funds contributed by Forum Syd have been used in direct project activities such as those above and also for development workers in Afghanistan.

IOGT-NTO International Institute (IOGT)

IOGT-NTO's international projects aim at strengthening the local CSO's work to combat alcohol and drug abuse, regarded as a major obstacle to social and economic development.

IOGT-NTO is active in a number of countries in Asia and Africa such as: Sri Lanka, Thailand, Vietnam, Tanzania, Kenya and Uganda. The main activities are:

- Basic education and micro-finance schemes in urban slums (Sri Lanka),
- Child care (Sri Lanka),
- Alternative activities, sewing, carpentry (Vietnam),

- Youth clubs (drop in centers, sports activities) (Vietnam, Tanzania, Uganda),
- Cybernet café (Vietnam),
- Culture clubs, study cycles on media and internet, alcohol, narcotics, tobacco and theater (Vietnam),
- School development and school clubs arranging leisure time activities (Thailand, Uganda) and
- Development workers (Vietnam, Sri Lanka, youth interns (East Africa).

All activities have strong elements of dissemination of information about drug abuse.

In Sweden IOGT-NTO has a permanent staff of eight and two regional representatives, one for East Africa and one for South East Asia. Volunteers are sent for 12 months, primarily to South East Asia. Work carried out by the local organizations is done on a voluntary basis. Small amounts are provided for travel costs.

Vi Planterar Träd

Vi Planterar Träd started in 1983 in an attempt to stop the expansion of deserts in Africa. From the start the focus has been on Kenya, Tanzania and Uganda, and the region surrounding Lake Victoria. Those countries have been hard hit by earth erosion due to increasing population and an over-intensive agriculture. During 2001 to 2003 four projects were carried out, two in Tanzania, one in Kenya and one in Uganda.

The objectives of Vi Planterar Träd are to

- 1) increase self-sufficiency of fire-wood,
- 2) increase food production and nutrition safety and
- 3) improve the income situation.

The main activities are

- Forming farmer groups,
- Training in agro-forestry and
- Providing seeds and saplings.

Families in a village are organized in groups of 15. Each village group is, in turn, included in “zonal groups of 15–20 villages. Each village group is required to save a small amount every month. The funds are used in a revolving system to finance various farm improvement projects such as tree-planting, cattle-purchase, building of hen-houses etc. An adviser, is employed for each zone. He/she works in the zone for three years and then moves on to a new zone while the responsibility is taken over by the village groups.

Vi Planterar Träd has locally employed staff in each of the countries in East Africa. Funds received through Forum Syd are channeled to the local offices and used for buying seeds and sapling and for salaries for local staff. The main role of the local staff is to expand the network of villages and zones and manage the tree planning project that each village carries out.

Världsnaturfonden (WWF)

Världsnaturfonden is part of the network of World Wide Fund for Nature (WWF) and works for maintaining biological diversity, for sustainable use of finite natural resources and helping people live in harmony with nature.

Världsnaturfonden operates through its international network. The local CSOs are local WWF organizations implementing projects world wide. Projects supported by Forum Syd during the period include:

- Sustainable forestry and certification of forests in the Amazon. This included recruiting experts, establishing 30 national certification organizations and the production of information material.
- The sustainable use of natural resources in Vietnam. This program was extensive and included the creation of village councils, biological studies, market surveys, survey to study land use and land use rights, inventory of natural resources and more.
- The sustainable use of natural resources in Brazil. This program was focused on people living close to and on the Una Reservation. The project included studies to find alternative sources of income and agriculture products to sell.
- Support to CSO in Brazil. CSOs receive support to organize themselves, network and find funding.
- Management of local natural resources in Bolivia. Studies to asses the use of natural resources, development of maintenance plans for natural resources, help the local population organize themselves to protect their natural resources.

Världsnaturfonden supports projects with funds and have own staff that act as project managers in projects. The organization also relies on own experts in different areas (mainly biologists and ecologists) to support projects in developing countries. WWF has several sources of funds and carry out projects sponsored by a number of other international donors and development organizations.

Appendix 6 – Funds disbursed to Forum Syd 2001–2003

Total financial support by Sida to Forum Syd for development co-operation during the period is shown in the table below.

SEK	2001	2002	2003
Frame agreement South (Budget)	122,000,000	127,000,000	130 000,000
– of which administrative support	9,750,000	10,400,000	10,645,000
Distributed to Swedish CSO (Actual)	88 900 234	94 595 065	94 707 586
Own activities(Actual)	30 264 408	29 474 450	28 868 928
Frame agreement Central/Eastern Europe	15,000,000	13,750,000	13,750,000
-of which administrative support	1,350,000	1,200,000	1,200,000
Distributed to Swedish CSOs (Actual)	9 187 378	9 837 116	6 842 753
Own activities(Actual)	3 511 149	4 203 449	3 440 490
Exchange projects	0	1,150,000	2 094 000
-of which administrative support	0	90,000	164 000
Distributed to Swedish CSOs (Actual)	0	1 016 220	725 690
Own activities(Actual)	0	90 000	164 000
Total contribution excl admin support	125,900,000	130,210,000	134,895,000
% increase		+3,3	+3,5
Administrative support	11,100,000	11,690,000	12,099,000
% of total contribution	8,8	9,0	9,0

During the period 2001 to 2003 Sida's annual support to CSOs through Forum Syd increased slightly. Actual funds channeled to CSOs increased while the funds used for Forum Syd's own programs decreased somewhat during the period. The administrative support increased in absolute and in relative terms to nine percent of Sida's total contribution.

Appendix 7 – Characteristics of Successful and Less Successful Partnerships

A prerequisite for a successful partnership is that a) positive results are achieved and b) that both parties are satisfied with the results. During interviews with both the local and Swedish CSOs each organization were asked if they were satisfied with:

- the actual achievement of the planned results – i.e. if the CSO felt that the project had achieved the planned objectives,
- the impact on the target group – i.e. if the CSO was of the opinion that the effect on the target group had been disappointing, good, as expected or exceeded expectations, and,
- the sustainability of the local CSO – i.e. if the local CSO would be able to manage and operate such a project on its own in the future.

Of the 43 partnerships in the sample where both the Swedish and the local CSO were interviewed, 17 partnerships (or 40 percent) were in agreement regarding the actual achievement of the planned results. In only eight partnerships both partners agreed that the project had either fulfilled the planned objectives or exceeded them. In 12 partnerships there was agreement that the project had achieved or exceeded the planned results for the beneficiaries.

Views on results from CSOs	Number of partnerships
No or disappointing result regarding planned activities and results on beneficiaries	8
Relatively good results regarding planned output and results for beneficiaries	19
Fulfillment or exceeding planned results and results for beneficiaries	16
Total	43

The 16 partnerships where both parties were very satisfied with the results are those that could be defined as successful. They are referred to as Successful Partnerships and are further analyzed below.

In only eight cases of the 43 either the Swedish CSO or the local CSO dissatisfied were with the planned results. In these eight cases, the Swedish and local CSOs disagree. In four cases the Swedish CSO is of the opinion that the project did not achieve the planned results or benefited the target group as planned. In these same cases, the local CSO feels that the project has achieved satisfactory results. In four cases, it is the opinion of the local CSOs that is more pessimistic than that of the Swedish CSO.

Overleaf the characteristics of the eight “less successful” partnerships are described.

Successful Partnerships

Common goals of the partner organization

One hypothesis is that that successful partnerships requires common goals or common values. The Consultants’ analysis of the objectives of the successful partner organizations has focused on the following aspects

- Whether or not the partner organizations have a common culture or belief
- Whether or not the Swedish CSO understands the aims of the local CSO
- Whether or not the partner organizations’ overall goals agree or disagree.

An analysis of the 16 successful partnerships shows that five of the 16 share a common belief or culture. One partnership is faith-based with two churches cooperating in a project to educate adults. Two partnerships are focused solely on helping a village or town in Africa, and two partnerships are based on people from the same country and culture forming CSOs in Sweden and in the respective developing country (Ethiopia and El Salvador) and cooperating in a project in the recipient country.

However, a majority of the successful projects are managed by organizations that appear not to define their goals, beliefs or cultures in a similar manner. Typically, the local CSOs' goal definitions are specific and focused on activities e.g. prevent new HIV infections in an area or support to disadvantaged children while the Swedish CSOs' goal definitions are often broader – such as HIV/AIDS prevention, international networking or supporting civil society. It appears, however, that the Swedish CSO has understood the objectives of the local CSO in a majority of these cases.

But in six out of 16 partnerships this was not the case. The Swedish CSO was not able to describe the goals of the local CSO, or had a different view of what the aims of the local CSO were from that of the local CSO.

Swedish CSO's ability to describe goals of the local CSO	Number of partnerships
Swedish CSO's description matched that of the local CSO	8
Swedish CSO's description approximately described the local CSO's goals	2
Swedish CSO's description did not match that of the local CSO	6
Total	16

This is an indication of the closeness of the partnership and how much effort the two partners have invested in learning about each other.

In none of the partnerships did the two partner organizations have opposing objectives. In many cases the Swedish CSO had several goals one of which could be met by cooperating with a local CSO in a specific project. In three cases the goals of both partner organizations were the same.

In all cases, the objectives of the project itself were in line with the goals of both partner CSOs. Often a project appeared to be designed to closer match the goals of the local CSO than those of the Swedish CSO.

Initiative

In five partnerships, the Swedish CSO made the initial contact and in seven partnerships the initial contact was made by the local CSO.

Initiative to partnership taken by

	Swedish CSO	Both partners	Local CSO
Number of partnerships	5	4	7

Although the sample is small it show a trend that differs from that of all the partnerships evaluated where the Swedish CSO was the main initiator. In the successful partnerships 69 percent of the partnerships were initiated either by the local CSO or by both partners. For the sample as a whole, 40 percent of partnerships were initiated by either both or by the local CSO.

Responsibility for implementation

The responsibility for implementing the activities of the project was in most of the successful partnerships shared between the two parties.

Role of the Swedish CSO

	Active – main implementer	Relatively active	Shared responsibility	Relatively passive	Passive – mainly financier
Number of partnerships	3	2	5	4	2

It appears that in 11 of the 16 successful partnerships the responsibility for implementing the project was either shared or rested mainly on the local CSO. In five cases the responsibility was shared and in six cases the Swedish CSO had a relatively passive role. In two cases the Swedish CSO acted mainly as a financier i.e. maintaining the contacts with Forum Syd and sending funds to the local CSO.

Frequency of contacts

Partners in successful partnerships were also in regular and frequent contact with each other.

Contact between partners

	Every week	Every month	Every quarter	Every 6 months
Number of partnerships	7	8	1	0

The successful partnerships also continued after the finalization of the project financed by Sida through Forum Syd. In seven cases the partners were still in regular (monthly) contact two to three years after the project had finished. In 15 of 16 cases, the partners continued to cooperate in more projects.

Less Successful Partnerships

Common goals of the partner organization

When analyzing the less successful partnerships, it appeared that in four of the eight partnerships the goals of the two partners were quite different. The goals of the Swedish CSOs are quite broad while that of the local CSOs are specific to a small community or to a specific cause.

- Whether or not the partner organizations have a common culture or belief
- Whether or not the Swedish CSO understands the aims of the local CSO
- Whether or not the partner organizations' overall goals agree or disagree.

Some five of eight of the Swedish CSOs had, in the case of the less successful partnerships, not fully understood or could articulate the aims of their partner.

Swedish CSO's ability to describe goals of the local CSO	Percentage of successful partnerships	Percentage of less successful partnerships
Swedish CSO's description matched that of the local CSO	50	
Swedish CSO's description approximately described the local CSO's goals	12	38
Swedish CSO's description did not match that of the local CSO	38	62
Total	100	100

None of the Swedish CSOs could clearly articulate the aim of the local CSO. This is an important distinction from the successful relationships where the Swedish CSOs appear to have made the effort to learn about the local organization and their objectives with the partnership and the project.

Initiative

In five of the eight less successful partnerships, the Swedish CSO made the initial contact and in three cases the initial contact was made by the local CSO.

Initiative to partnership taken by

	Swedish CSO	Both partners	Local CSO
Number of partnerships	5	0	3

Although the sample is very small, the characteristics of a less successful partnership differ in this regard from the successful ones in that it is mainly the Swedish CSOs that initiate the partnerships.

Responsibility for implementation

The responsibility for implementing the activities of the project tended towards equal sharing of the work or that the local CSO carried out the work with the Swedish CSO taking on a passive role.

Role of the Swedish CSO

	Active – main implementer	Relatively active	Shared responsibility	Relatively passive	Passive – mainly financier
Number of partnerships	1	2	1	1	3

It appears that in five of the eight less successful partnerships the responsibility for implementing the project was either shared or rested mainly on the local CSO. This is the same situation as for the population as a whole and for the successful partnerships indicating that this is not a major determinant for the success of a partnership.

Frequency of contacts

Partners in successful partnerships were not in as regular and frequent contact with each other as in the case of successful partnerships.

Contact between partners

	Every week	Every month	Every quarter	Every 6 months
Number of partnerships	4	1	1	2

Four of the less successful partnerships still continued after the completion of the project financed through Forum Syd. In four cases the partners decided not to continue working together.

Appendix 8 – A suggested standard format

for one of Forum Syd's decision making memorandums is shown below.

Suggestion for a standardized decision-making memorandum in English:

- Brief description of the Swedish CSO
 - Membership size
 - Age of organization
 - Amount collected from members in the last two years
 - Overall goals
 - Structure of the CSO (membership based, democratic)
 - Current activities in Sweden and abroad
- Brief description of the Local partner CSO
 - Membership size
 - Age of organization
 - Amount collected from members in the last two years
 - Overall goals
 - Structure of the CSO (membership based, democratic)
 - Current activities
 - Name and contact details of contact person
- Target group for project (closely defined)
- Expected output of the project (quantified)
 - # of courses
 - # of workshops
 - # of study circles
- Expected outcome of the project (broader perspective)
- Standardized budget
- Plan for follow-up and evaluation
- Forum Syd's recommendation to Sida

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