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PROGRAMME GUIDE FOR PARTNERS

The Swedish Partnership Programme

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⊙ The Purpose of this Guide

This guide presents the Swedish Partnership Programme's (SPP) principles and approach to civil society cooperation in development and in organising for change. The guide is written for Swedish organisations but can be used by local organisations as well.

The guide begins with introducing ForumCiv and the Swedish Partnership Programme, including our support to strategic partnerships, our rights-based approach, and theory of change. This is followed by an introduction to our development perspectives, the flexible approach of the programme, the available funding modalities, and resources for strengthening capacity. The guide concludes with practical considerations for partnerships and the planning, monitoring, and evaluation phases of initiatives.

This guide is complimented by the *SPP Procedures Manual for Partners*, which describes, in detail, the procedures of the programme. New and current organisations in the programme should refer to these two documents for guidance.

Introducing ForumCiv and the Swedish Partnership Programme

ForumCiv was founded in 1995 and is the largest civil society platform in Sweden (please see ForumCiv's website for the number of member organisations). Together, members work towards a joint vision of a just and sustainable world, through strengthening marginalised people around the world who organise to claim their rights.

ForumCiv works actively with:
- Advocating for changes that contribute to a just and sustainable world
- Helping strengthen the capacity of civil society actors in Sweden and abroad
- Running development programmes in certain countries, through which international offices provide direct support to local partners
- Distributing and quality assuring grants to Swedish organisations working with international development cooperation and with Swedish information campaigns on global issues
- Being a platform for Swedish civil society organisations to exchange knowledge and experiences

ForumCiv's purpose and vision are:

Purpose To strengthen marginalised people around the world who organise to claim their rights and advocate for changes that contribute to a just and sustainable world

Vision A just and sustainable world where all people have the power to affect change

To reach our vision and purpose, the Swedish Partnership Programme supports partnerships between civil society actors that work together to organise, mobilise, and advocate for changes for the fulfilment of human rights and the strengthening of civil society. Civil society actors play a central role in fighting poverty, contributing to socio-economic and political development, and working for structural change; that is, significant changes that remain in the long run. In addition to addressing specific problems, a key goal for civil society actors is to strengthen the structures and processes that allow for an inclusive participation of rights holders in democratic governance, so

Civil Society

Civil society is a collective of people – distinct from the state, political parties, individual households, and businesses – acting together to achieve non-profit objectives. Civil society is organised at a local, regional, and global levels and includes among others popular movements, networks, foundations, institutes, loosely organised groups.

In this guide, the term civil society actor includes engaged rights holders, civil society organisations, community-based organisations, movements, networks, and informal organisations.

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that their needs and perspectives may be systematically communicated and represented in their communities, local organisations, and among duty bearers working at varying governmental levels. Examples of such inclusive democratic processes or structures vary according to the context.

ForumCiv has a theory of change for how civil society actors work for structural changes. A theory of change summarises how a set of actions lead to the change we desire. The Swedish Partnership Programme uses ForumCiv's organisation-level theory of change to guide operations on an overall level.

ForumCiv's Theory of Change

ForumCiv – organisations collaborating for a just and sustainable world.

Strengthening marginalised people to claim their rights.
Advocating for change.

To promote and defend human rights and democracy through a diverse and independent civil society.

A just and sustainable world where all people have the power to effect change.
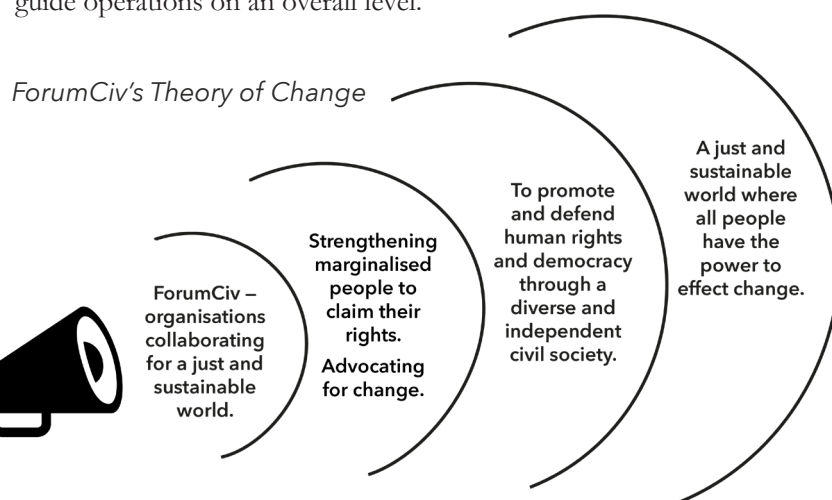
The Swedish Partnership Programme grants funds to a diversity of partnerships working towards structural changes, for the fulfilment of human rights. The Swedish Partnership Programme can only grant funds via agreements with formal civil society organisations, so the partnerships mentioned in this guide are between Swedish organisations and local organisations that are part of The Development Assistance Committee's list of countries that receive official development assistance (ODA). Throughout the guide we use the term local organisation to refer to the organisations that Swedish organisations have a direct partnership with. The Swedish Partnership Programme, however, also aims to reach a diversity of actors and be close to where change takes place. This means that popular movements, networks, and loosely organised groups can be supported through collaborations with a local organisation.

Central to the Swedish Partnership Programme is that Swedish organisations and local organisations – regardless of the type of civil society actor or where in the world they are located – work with spreading information, encouraging discussions, and mobilising wide support for the work they are engaging in.

In certain countries, the allocation of a certain percentage of a municipal budget is decided on by the inhabitants of that municipality. However, it is a common problem that this is unknown to the general public and/or that there is a lack of mobilisation to participate in this opportunity. In many instances, civil society actors have played a key role in ensuring that rights holders are aware of their right to shape part of the municipal budget and help them gain access to this process going forward.

A less conventional example is a case in which civil society actors arranged a public dialogue, or debate, between members of parliament and communities living in rural areas. In this space, rights holders were able to pose questions and give feedback directly to the members of parliament, who would need to respond in front of their constituents. This dialogue became very popular and a regular occurrence, which serves as a channel for rights holders to make their voices heard and hold duty bearers accountable, in a very direct way.

Other more classic examples can be promoting participation in elections, and increasing representation in local, regional, and national government bodies.

Only Members

Organisations applying to the Swedish Partnership Programme must be members of ForumCiv. Only Swedish organisations can become members. Please visit ForumCiv's website for information on how to become a member. www.forumciv.org

ForumCiv is a Strategic Partner Organisation to the Swedish International Development Cooperation Agency (Sida). Sida implements the Swedish Ministry of Foreign Affair's strategy for providing development aid through civil society organisations (often referred to as the CSO Strategy). It is within this government strategy that Sida provides funding to SPP, for a five-year period. Sida entrusts ForumCiv to contribute to fulfilling the government strategy, whilst providing the flexibility for ForumCiv to apply its own theoretical framework, grants management system, and quality assurance system.

Government communicates the CSO Strategy.

Sida manages the implementation and identifies strategic partners.

Strategy

To access the Swedish Government's Strategy or to access a list of Sida's Strategic Partner Organisations, please visit www.sida.se.

Example: Working with Non-Formalised Organisations

For many, an obstacle to working with less formalised organisations is the need to fulfil certain requirements that are attached to a grant, which are related to financial management, administrative management, and internal control. Less formalised organisations are less likely to have the systems in place to assure that a certain standard is met in regards to these areas, but they are at the same time relevant and dynamic actors who have an extremely important role to play in development work. For that reason, such actors are more commonly included through their collaborations with a local organisation, who often assumes responsibility for the grant-related requirements and overall implementation.

There are many ways in which less formalised actors can be included in initiatives funded by SPP. One example may be that they themselves implement certain activities with rights holders and/or that they are part of a campaign; in some cases, the local organisation has chosen to handle bookkeeping and other financial and administrative responsibilities, and in other cases the local organisation has chosen to instead have a close monitoring of these aspects. How local organisations choose to include less formalised organisations in SPP-funded initiatives depends on factors such as existing risks, the profile of the less formalised actor, and the extent to which they wish to develop their capacity within financial and administrative management, and internal control.

Our Support to Partnerships

The purpose of ForumCiv is to strengthen marginalised people around the world who organise to claim their rights and advocate for changes that contribute to a just and sustainable world. This work is carried out through strategic, effective, and equitable partnerships. Within the Swedish Partnership Programme, initiatives are implemented between a Swedish organisation and local organisation(s). Our portfolio of partners is diverse. We support small, medium, and large civil society organisations that vary in capacity and thematic focus, but who share the rights-based methodology and engage in our theory of change.

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For partnerships to be strategic, effective, and equitable, the work they carry out together needs to be grounded in the local organisation's strategy, goals, and needs. The local organisation has the autonomy to decide what needs to be prioritised, and the partnership should support that. Partners therefore come together to implement initiatives with goals that are designed to incrementally contribute to the long-term goal and strategy of the local organisation. The nature of a partnership will vary depending on the needs and priorities of a local organisation.

Engaging strategically and focusing on supporting the work defined by the local organisation itself is necessary for many reasons, some of which include:

- Civil society actors are more likely to bring about structural changes when development work is rooted in the local organisation's long-term goals and strategy
- By connecting each initiative to the long-term goal and strategy of the local organisation, civil society actors can better direct and build on their efforts and continuously evaluate the extent to which progress is being made towards that goal
- Civil society actors can through partnerships learn from each other's expertise and experiences

Local organisation's long-term goal and strategy

Initiatives

Initiatives

Initiatives

Initiatives

Initiatives

Initiatives
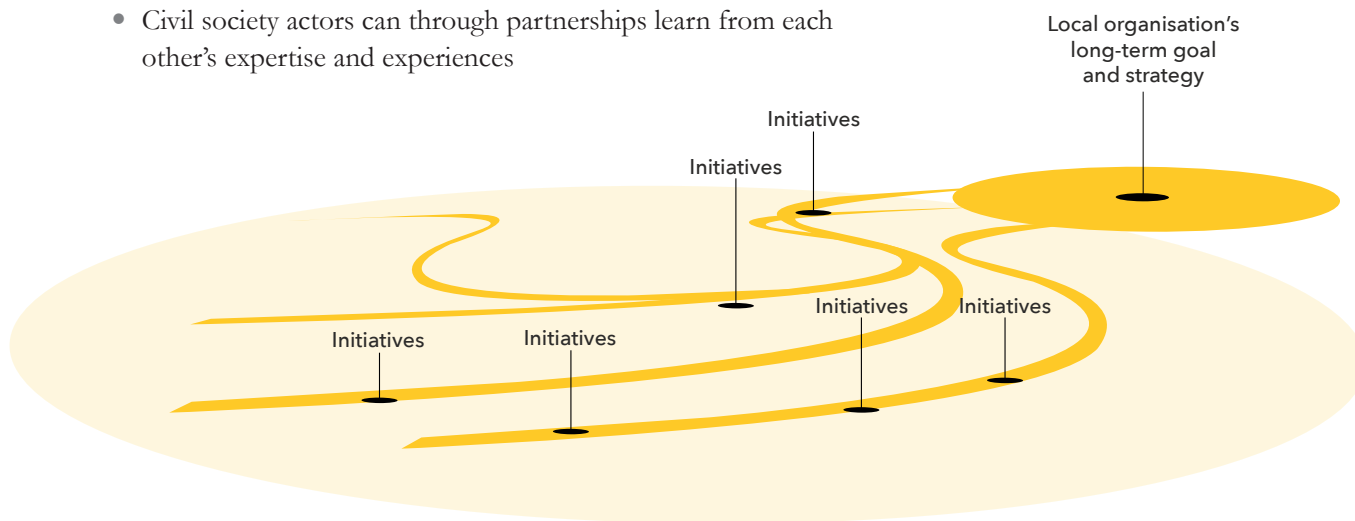
When working in partnerships, it is crucial to consider the internal principles that guide them. In September 2010, civil society organisations from around the world came together to create a shared framework of principles that define effective development practices by civil society actors and the standards for an environment in which they can operate most effectively. These eight principles are the Istanbul Principles for CSO Development Effectiveness. These eight principles strengthen effectiveness and equitability, and thereby the sustainability of global partnerships between civil society actors.

The Istanbul Principles for CSO Development Effectiveness are:

1) Respect and promote human rights and social justice
2) Embody gender equality and equity while promoting women and girls' rights
3) Focus on people's empowerment, democratic ownership, and participation
4) Promote environmental sustainability
5) Practice transparency and accountability
6) Pursue equitable partnerships and solidarity
7) Create and share knowledge and commit to mutual learning
8) Commit to realising positive sustainable change

Our Rights-Based Approach

ForumCiv's rights-based approach guides the Swedish Partnership Programme's theory of change and the way we support global and strategic partnerships between civil society actors.

The rights-based approach aims to promote, protect, and fulfil human rights by recognising that all people are entitled to rights, and duty bearers have the obligation to fulfil them. Individuals should not be dependent on charity or the good-will of others to have their basic needs and rights met; this includes for instance food security, education, health care, income, or freedom of speech, which are all rights that duty bearers must fulfil.

To create the change that is needed, rights holders come together to actively work with the problems they wish to change, and they develop strategies for how to create that change. In other words, they mobilise to organise and advocate. This could for instance be rights holders coming together in a local community to solve local problems, rights holders organised in networks of organisations to address problems on a national level, or organisations in different countries addressing global problems by, for example, working towards the European Union or the World Bank. There are countless examples of how people around the world have come together to address inequalities.

The inequalities that exist are caused by structural problems. These are problems that are deep-rooted, persist over time, and cannot be solved by a single individual. To address structural problems and inequalities, the root causes of the problem need to be identified and addressed. This includes identifying who is responsible and where accountability lies. States, meaning government agencies and their

Equitable Partnerships

Pursuing an equitable partnership requires a recognition that international development work is characterised by asymmetrical power relationships and that it requires an active effort to counter this.

Working for Accountability

In a county with rampant corruption among government officials and widespread poverty, civil society actors formed a coalition to advocate for the public having access to the government's annual budget. This was seen as a key step in holding the government accountable for public spending in human development. The civil society actors were relentless in their advocacy and finally succeeded, which was a historic achievement. The government now publishes the annual budget that has been approved by the legislature.

Considering Existing Preconditions

State structures, capacities and influence vary depending on the context. Development initiatives should consider these.

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representatives, are the formal duty bearers that have the duty to protect, promote, and implement human rights. There are also informal duty bearers, who may hold significant social power and recognition; every individual, group or institution that has the power to affect the lives of the rights-holder is an informal duty bearer.

Civil society actors play a key role in mobilising and advocating for duty bearers to take responsibility for the fulfilment of human rights, without discrimination. Targeting both formal and informal duty bearers is necessary to achieve structural change.

Rights holders and civil society are often not two distinct groups. Many times, these are one and the same; for example, when rights holders come together to create networks, community-based organisations, movements, or other forms of organisation, they become part of civil society. Similarly, informal duty bearers may also overlap with rights holders and civil society actors. It is therefore not necessary to have a strict categorisation of actors. The main purpose of having the categorisation of civil society actors, rights holders, formal duty bearers and informal duty bearers is to:

- Show the importance and role of collective organising to achieve change
- Show where accountability lies
- Show how power can be distributed
- Show how different actors can contribute to solving a problem

By working with a rights-based approach, civil society actors strengthen democratic and bottom-up ownership of a movement. Transparency is a key component that is needed in the collaborations between actors. Transparency provides legitimacy for the work that is being done, it promotes trust among the different actors that are involved, it inspires engagement by being clear in what one is doing, and it makes individuals feel included, which strengthens ownership. Ensuring strong ownership in turn strengthens the depth and longevity of engagement, which is needed for addressing structural problems. It also enables a legitimate civil society that represents the needs and priorities of rights holders in challenging the root causes of inequalities.

Service-Oriented Activities

In some contexts, also providing other forms of support could be necessary to strengthen people's collective capacity. Civil society actors therefore at times combine awareness-raising, mobilisation, and advocacy with providing certain needed services. The intention

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Informal Duty Bearer

Informal duty bearers can for instance be indigenous, traditional, religious, or c ultural leaders; parents; head of households; teachers; leaders of educational institutions; media institutions and outlets; and companies. They can also be national or international. Who is considered an informal duty bearer and the role that they play varies depending on the context.

Structural Change

Examples of structural changes include changes in religious/traditional/cultural practices, government policies and regulations, bills and laws, political discourses, government spendings, and more.

For instance, a structural change can be an amendment in a law that strengthens access to voting during elections or that criminalizes a certain human rights violation. It can also be a change in a religious institution's public stance towards a certain issue (in a society where religious institutions hold significant power).

with having service-oriented activities is to allow rights-holders to participate in organising and mobilising but not to replace services that should be offered by formal duty bearers. We recognise the need for applying this dual approach in certain contexts and we consider this in our assessments.

Our Development Perspectives

Gender inequalities, conflicts, and environmental and climate injustices are problems that cut across various human rights violations and are often interlinked. These problems emerge from deeply rooted social systems and create an unequal access to power and resources. By analysing the root causes of the problems and applying the development perspectives of gender equality and equity, conflict sensitivity and do-no-harm, and environmental and climate justice, civil society actors can better work towards positive change and contribute to more equitable societies.
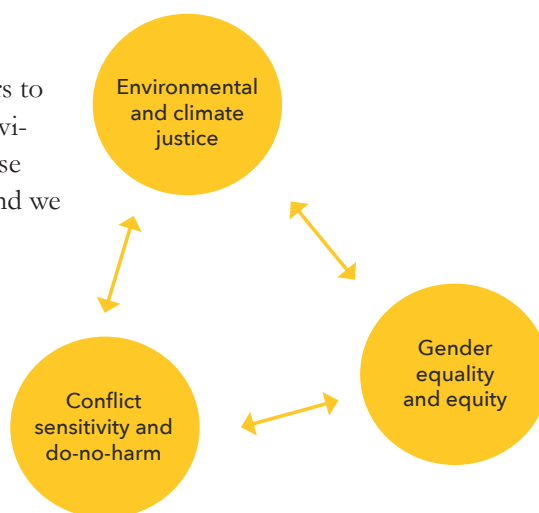
Example: Linking the Perspectives

A conflict can be fuelled by an uneven distribution of natural resources between communities or forced migration due to climate change, resulting in a higher population concentration and disputes over resources. Research shows that women and girls tend to be disproportionately affected by armed conflicts, as they can be victims of sexual violence and vulnerable to the degradation of law and order.

Discriminatory gender norms cause higher exposure to climate risks for some, in comparison to others. Research has shown that gender minorities have suffered more during and after disasters, in the absence of legal norms in countries that do not recognise gender minorities officially (Gaillard et al, 2017).

Women, girls, and gender minorities are more exposed to environmental degradation and climate change due to bound social norms, restricting influence and access to decision making regarding environmental goods and services, and are more vulnerable due to reduced coping mechanisms. Conflict management is needed to ensure a better collective management of natural resources and the environment.

When challenging unjust patriarchal norms, conflicts tend to arise with individuals or groups that uphold the status quo. If not managed well, such conflicts can result in a backlash against women, girls, and gender minorities. One common violation is that they lack access to and control over natural resources, such as land, as a result of gender norms.

Gender Equality and Equity

Gender equality means that all genders have the same access to rights, responsibilities, and opportunities. Gender is a social construct, where society treats people differently depending on the expectations that

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exist within that society of the different biological sexes. How different genders are treated, including expectations on how they should behave, is shaped by what is seen to be "normal", also referred to as the norms in a certain society and culture. These norms reproduce gender biases, exclusion, and persecution of people based on their gender identity, gender expression and sexual orientation.

A gender equity approach is essential for achieving gender equality. To reach gender equality, we must acknowledge that individuals carry different identities and some of these identities are valued by society while other identities put people at a disadvantage. This means that some people are at an advantage and others at a disadvantage because of how society treats the different identities; to ensure that all genders have the same opportunities, some individuals or groups may need more support and/or resources than others.

Conflict Sensitivity and Do-No-Harm

Conflict sensitivity is at the centre of development work, whether we are engaging in an environment with or without armed conflict. In both settings, the conflictual relationships, power imbalances, and the root causes of inequality, among other factors, must be addressed. When challenging the status quo, pointing out inequalities, and advocating for human rights, civil society actors may to a certain extent increase existing tensions and/or bring certain conflicts to light that perhaps were not so visible before. Although it may be challenging, it is important for civil society actors to attempt to create points of connection, as opposed to reinforcing existing polarisation, and to support constructive conflict management.

Conflict can be viewed as a situation in which two of more parties perceive their interests as incompatible; this can for instance be opposing beliefs, ideas, needs, values, goals, and approaches. Conflicts also occur on many levels, such as among individuals, social groups, classes, and states, and they may be localised or global. A tool for showing sensitivity is the do-no-harm framework. Using the do-no-harm framework helps us minimise the risk of unintentionally causing harm through intervention (actions) or through non-intervention (no action). It helps us better understand the conflict dynamics, actors, and relationships between actors in a conflict, and how our actions or inactions may impact the conflict.

The do-no-harm framework was developed for actors operating in armed-conflict settings, but we take this a step further by viewing it as an approach and mind-set that is relevant for all development initiati-

An Intersectional Perspective

An intersectional perspective sheds light on the connections between patriarchal structures and other forms of oppression based on nationality, race, ethnicity, class, sexual orientation, gender identity, disability, age, political ideology or religion. It can be a tool to understand power relations and also to transform them. ForumCiv uses an intersectional analysis to better capture the complexity of a person's everyday life and create more relevant actions.

ves. Our view is that regardless of whether a context is characterised by armed conflict or not, all civil society actors must plan in such a way that the risk of causing harm, in any way, is minimised. This broadened do-no-harm approach is a crucial component of engaging responsibly in development and it helps strengthen our risk analyses and approaches.

Environmental and Climate Justice

Environmental and climate justice are crucial components in addressing environmental degradation and climate change. Environmental justice is the fair treatment and meaningful involvement of all people with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. It is the right of all persons to enjoy the same degree of protection from environmental and health hazards and equal access to the decision-making process to maintain a healthy environment in which to live.

Climate justice focuses on the root causes of climate change and making the changes that are required to bring about change. It is a commitment to address the disproportionate burden of the climate crisis on people subjected to poverty and marginalisation, and demands for participatory democracy in changing these systems, which require dismantling damaging power structures. It highlights the violation of youth and future generations' rights to live on a healthy planet due to inadequate action and accelerated environmental degradation.

It is crucial that we, as civil society actors, also analyse how our initiatives could contribute to environmental degradation and that we choose to work with methods that minimise negative impact.

Mainstreaming the Development Perspectives

The development perspectives are mainstreamed in two ways within the Swedish Partnership Programme. The first is by including a diverse portfolio of partnerships, some of which focus heavily on gender equality and equity, environmental and climate justice, and/ or conflict sensitivity and do-no-harm. These partnerships contribute to strengthening SPP's application of the perspectives through their activities and by being 'expert' organisations that have the possibility to contribute to exchanges of knowledge and experiences within their area of expertise.

The second way is by including the perspectives in analyses at varying levels and by mainstreaming an overall do-no-harm approach in risk analyses. This helps inform the Swedish Partnership Programme and

Climate Change

Climate change is the shift in our climate driven by human-activity, which has led to the release of unprecedented levels of greenhouse gases, leading to a rise in global te mperatures and planetary destabilisation.

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our partners of how and the extent to which the perspectives are relevant for partnerships and development work. Considering the development perspectives, and other relevant perspectives or thematic areas, enables us to better understand problems, analyse power relations affecting rights holders, and plan effective initiatives for change.

Our Theory of Change

The Swedish Partnership Programme has broken down ForumCiv's theory of change into three key processes civil society actors engage in to achieve structural change by organising. These processes constitute a programme-specific theory of change that is based on the rights-based approach, and which outlines how to effect change through organisation and collective power. The following processes strengthen and build on each other:

- Awareness-raising
- Mobilisation
- Advocacy

Awareness-Raising

The first condition for collective power is awareness-raising. This process is about analysing and understanding structural barriers to human rights.

At this stage of organising, rights holders identify the root causes of the problem within their context that hinder them from having access to their rights, they identify areas that they can influence and which actors they need to target to create change. Awareness-raising contributes to the organising effort by identifying root causes of a problem and possible solutions. It turns disorganised actors, whether individual rights holders or groups, into civil society actors beginning to organise to claim their rights. Although organising is not a linear process, awareness-raising sets the stage for building collective power (mobilisation) and using it to change the decisions of duty bearers (advocacy).

Mobilisation

Mobilisation is the process in which civil society actors come together to bring about change. Organising at this stage consists of deciding on how to organise in order to implement a strategy for change. There are diverse ways of organising to bring about social and political change, but it is important that the targeted issue is specific and realistic enough to bring about meaningful change through a focused and concerted effort. In practice, rightsholders select one part of a larger problem in the planning process and create a strategy to tackle it incrementally.

Example

Self-help Groups to Unions:

Two organisations came together to work on the labour rights of domestic workers. These rights holders, consisting of girls and women, have no legal rights in terms of minimum wages, working hours, or even days off; they are exploited and poorly paid. The partners started with creating small self-help groups focusing on sharing experiences as well as literacy and vocational training, which then developed into a union consisting of two branches. This union now works to strengthen the rights of domestic workers.

The role of civil society actors is to practice empowered organising. Empowerment is people's ability to make choices and have a voice in decisions that affect them. With this perspective, it is disempowering to make decisions for people. Empowered organising therefore means acknowledging and valuing the diversity of backgrounds, needs and life conditions of people in a movement. This is done by fostering inclusivity in all activities so that rights holders with different and often neglected perspectives and experiences can take part. Fostering inclusivity is a long-term and comprehensive commitment to equality in social relations. Through this form of mobilisation, civil society actors support democratic and bottom-up ownership of a movement and make sure decisions and approaches have legitimacy among the rights holders whose lives are affected.

Advocacy

Advocacy refers to efforts to, through collective action, challenge and change the decisions of relevant duty-bearers. Some changes are within the scope of rights holders themselves while other changes require the engagement of formal and informal duty bearers that hold social power. Organising at this stage involves implementing advocacy strategies with relevant actors in the context. Depending on the position of interest and influence of the actor, different methods of engagement and advocacy for desired change will be relevant.

Civil society actors have an important role in supporting the development and implementation of an advocacy strategy by rights holders collectively. An advocacy strategy describes how to engage with, for instance, various duty bearers. Each actor will most likely require a different approach, depending on their interests and social power. Civil society actors can also come together to advocate for shared interests by forming cooperative relationships with other civil society actors, for instance, through alliances or networks that are local, regional, national, or international. Advocacy actions towards duty bearers can take many forms and they vary according to preconditions and needs.

The nature of advocacy work is complex and occurs through dialogue and collaborations with duty bearers. Civil society actors must be strategic in their engagement with duty bearers; they must carefully plan how to maximise the benefits of working closely with duty bearers, whilst at the same time making sure that their integrity as an independent entity and their legitimacy in the eyes of rights holders can be preserved.
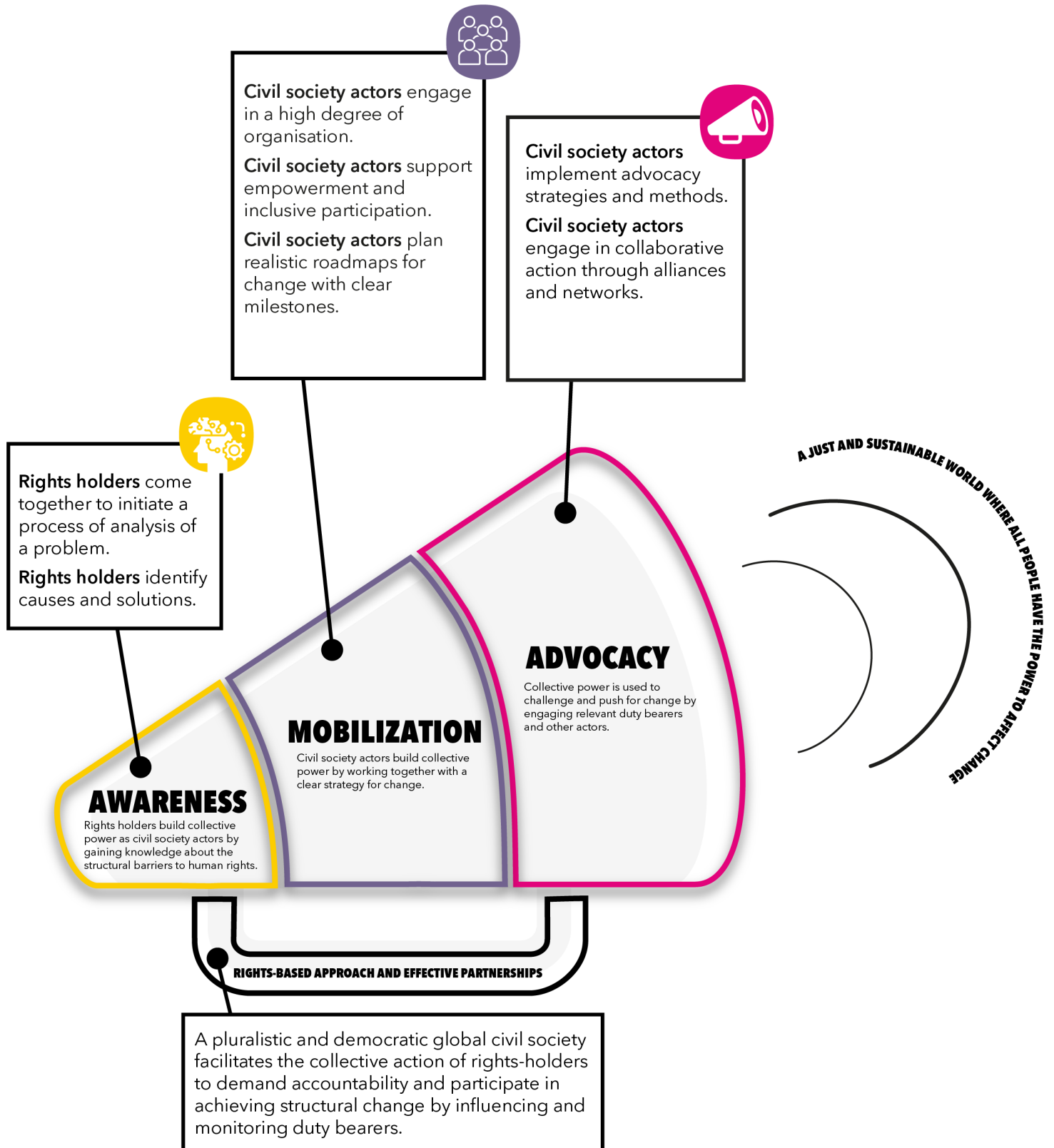
Example

Advocating together:

For many years, civil society actors have struggled to conduct advocacy towards authorities, as they operate in a politically repressive environment. To minimise the risk for each individual civil society organisation, organisations have joined forces to form an association that advocates under a new name. This association is composed of community-based, national, and international organisations operating in the country. They have formed a board, which mobilises funds to strengthen advocacy techniques and security measurements among member organisations. Together they carry out politically sensitive advocacy initiatives and have found more success using this method.

Working with duty bearers:

In several municipalities there has been a high turnover of local officials, resulting in a lack of knowledge about their roles and responsibilities, combined with a weak relationship between rights holders and officials, and many development problems. Civil society actors and rights holders have therefore designed an initiative which educates newly elected local officials on their roles and responsibilities, and rights holders about their responsibilities, and strengthens mechanisms for communication between the two. This has resulted in a significant improvement in the presence and responsiveness of local officials to the problems experienced by people living in their municipality.

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Illustration: The Swedish Partnership Programme's Theory of Change

Civil society actors engage in a high degree of organisation.

Civil society actors support empowerment and inclusive participation.

Civil society actors plan realistic roadmaps for change with clear milestones.

Civil society actors implement advocacy strategies and methods.

Civil society actors engage in collaborative action through alliances and networks.

Rights holders come together to initiate a process of analysis of a problem.

Rights holders identify causes and solutions.

A JUST AND SUSTAINABLE WORLD WHERE ALL PEOPLE HAVE THE POWER TO AFFECT CHANGE

ADVOCACY
Collective power is used to challenge and push for change by engaging relevant duty bearers and other actors.

MOBILIZATION
Civil society actors build collective power by working together with a clear strategy for change.

AWARENESS
Rights holders build collective power as civil society actors by gaining knowledge about the structural barriers to human rights.

RIGHTS-BASED APPROACH AND EFFECTIVE PARTNERSHIPS

A pluralistic and democratic global civil society facilitates the collective action of rights-holders to demand accountability and participate in achieving structural change by influencing and monitoring duty bearers.

Examples: Connecting Partnerships with our Theory of Change

There are endless examples of how partnerships form; the purpose of these examples is to show how partnerships can be rooted in a local organisation's work and how they can connect with the Swedish Partnership Programme's theory of change. Individual initiatives do not need to encompass all three components of SPP's theory of change; what is most important is that initiatives build on each other and foster progress.

Civil society actors coming together for an awareness-raising initiative:

A local organisation has decided to start working with preventing alcoholism and other forms of substance abuse, which is a new thematic area and group of rights holders to the organisation. Because they have not worked with this before, they have sought out a partnership with an organisation that has. This organisation happens to be a Swedish organisation that works with preventing substance abuse in Sweden and has extensive experience in working with rights holders that struggle with this issue, and with their families. The local organisation's long-term aim is to not only raise awareness about substance abuse, but to support the mobilisation of rights holders and advocacy for structural change, and ultimately bring about a change in public spending so that the government, for instance, establishes and finances centres for support and rehabilitation.

But as a start, the local organisation and Swedish organisation have chosen to apply to the Swedish Partnership Programme for an initiative that focuses primarily on the awareness-raising process.

Civil society actors coming together for a mobilisation initiative:

A local organisation has for the past couple years been discreetly supporting communities that are negatively affected by a nearby factory. This support has been discrete because the organisation feared a backlash from the local authorities who benefit financially from the presence of the factory, which is owned by a foreign company. The rights holders and the local organisation have together concluded that a more proactive approach is needed to stop the pollution coming from the factory, which would require both actions of mobilisation and dialogue with the local authorities, and possibly with the representatives of the factory. To reduce the risk of backlash and increase the likelihood that the claims will be taken seriously, the local organisation has decided to partner with a well-known Swedish organisation that has an active presence in the country in working with environmental justice, and which authorities hold in high esteem for their approach and contributions. Together, they have applied to the Swedish Partnership Programme for an initiative that focuses on community mobilisation and dialogue with local authorities and representatives of the factory. The local organisation's long-term aim is for the government to practically implement the existing regulations for environmental protection.

Civil society actors coming together for an advocacy initiative:

A local organisation is currently supporting a strong mobilisation process among the rights holders they have been working with. The rights holders are forming one or more smaller groupings that together advocate towards their local officials for funding certain essential services that are weak or not available. The local organisation and the rights holders are aware that it will take policy changes at the national level for local authorities to have more resources available for funding essential services. For this reason, the local organisation wants to, in parallel, advocate towards the national government. To make this advocacy as effective as possible, they wish to partner with other local and national organisations that are also working with rural development and advocacy. For this initiative, the local organisation has chosen to partner with a Swedish organisation that they have had contact with previously, and which has several partnerships with such local and national organisations in the country. The Swedish organisation and its partners are interested in conducting national advocacy for change.

Together, they have applied to the Swedish Partnership Programme for an initiative that primarily includes a public campaign, meetings with duty bearers, and the drafting of a report on the living situation for the rights holders.

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An Approach of Flexibility and Transparency

The Swedish Partnership Programme requires that partners have clear goals and a logic for how to achieve them but applies flexibility when it comes to details about activities, budget, changes during implementation, monitoring and evaluation, and reporting. The level of flexibility in an agreement is determined based on a dialogue with partners and an assessment of each partnership. Depending on the partnership and existing preconditions, partners may be asked to provide additional information that is deemed as necessary for assessments.

By adopting this more open approach, we believe that we can contribute to partners having stronger ownership over their own initiatives and ensuring that the development work is grounded with the local organisations. We also strive to facilitate the possibility for quick adaptations where needed, since it is often the case that contexts change or that there are unexpected results or emerging issues that require a re-assessment of methods and strategy by organisations. This approach, together with a more in-depth organisation-level assessments, also takes into consideration the diversity that exists among the Swedish Partnership Programme's partners in methodologies, resources, capacity, size, and more. Also, more time can be made available for strategic discussions as opposed to conforming to strict templates and reporting requirements that might not necessarily contribute to strategic work.

Swedish organisations are encouraged to facilitate flexibility towards local organisations as well. This primarily concerns the possibilities for, and ways in which, changes during implementation are managed, and the ways in which reporting can be done. Increasing flexibility within a partnership requires a mutual understanding of for instance:

- Existing resources, capacity, tools, and methodologies
- Systems for internal control, and financial and administrative management
- Systems for planning, implementing, monitoring, evaluating, and reporting
- Capacity strengthening needs

Increasing flexibility also requires trust-building; transparency between organisations; and clear parameters for how to collaborate. This exercise not only helps create conditions for more flexibility, but it also helps with addressing potential challenges and risks, and it strengthens accountability and internal control.

Our Funding Modalities

The programme has three funding modalities: Partnership Pilot Funding, Medium Partnership Funding and Large Partnership Funding. Each funding modality is designed to strengthen global partnerships, local ownership, and the development work of local organisations. The modalities also promote mutual learning and capacity strengthening at an organisational level.

The Partnership Pilot modality helps set the groundwork for partnerships and initiatives. Medium Partnership Funding is designed to give partners greater ownership and adaptability during implementation. The Large Partnership Funding, which is the modality providing most flexibility, is reserved for a smaller number of Swedish organisations with high capacity.

In all the funding modalities, we promote a continuous dialogue between the partners about the progression of their cooperation and how it builds on the local organisation's strategic work.

For details about the eligibility, application, or reporting requirements; and/or assessments; please read the *SPP Procedures Manual for Partners*. It is necessary to consult the manual before applying.

Partners can submit applications when an application window is open; all application windows are stated on ForumCiv's website.

Partnership Pilot

Medium Partnership

Large Partnership

The Swedish Partnership programme has three different funding modalities.

Partnership Pilot Funding

The maximum grant for Partnership Pilot Funding is 300 000 SEK and the maximum implementation period is 18 months.

This modality helps set the groundwork for more strategic, effective, and equitable development work and partnerships. Organisations can use the funding in a multitude of ways, depending on where they are in their partnerships and what needs a local organisation might have. The main purposes of the Partnership Pilot are for partners to come

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together to assess their organisations and how they as partners can collaborate on initiatives to contribute to the local organisation's long-term goal and strategy.

To be able to apply for funding, the applying partners must already have an established partnership. The minimum requirement for an established partnership is that there has been previous collaboration from which partners have established a relationship of trust and transparency and an intention to collaborate in one or more initiatives. As with all funding modalities, partners have a responsibility to assess the level of risk in entering into an agreement together.

Partners can choose to implement the following types of activities within the Partnership Pilot modality. Any activities outside this scope are assessed on a case-by-case basis:

- Strategic and practical planning sessions between the partners
- Conducting a problem and actor analysis with rights holders and/or relevant actors
- Conducting a joint financial, administrative, and capacity assessment (FACT) to identify needs for capacity strengthening
- Self-assessments of the organisation(s) and the partnership
- Conducting a joint risk analysis
- Planning sessions with rights holders and other relevant actors
- Meetings with other relevant actors
- Conducting a baseline study
- Conducting a more encompassing assessment of organisational capacity
- Capacity strengthening actions
- Forming collaborations with civil society actors or other actors
- Conducting an external audit

Medium Partnership Funding

The maximum amount for the Medium Partnership Funding Modality is 3 000 000 SEK per year per Swedish organisation, and the maximum implementation period of an initiative is 3 years. An application can include several local organisations and countries.

The Medium Partnership Funding modality combines traditional funding and a more flexible type of support into one. MPF supports initiatives with goals that are designed to incrementally contribute to the long-term goal and strategy of the local organisation and provides flexibility for partners in the planning, implementation, and reporting of a grant.

Relevant Actors

It can be beneficial to include, in some capacity, formal and informal duty bearers in the early phases of a development initiative if it is deemed appropriate and safe. This can increase their engagement and trust in work civil society actors intend to do.

Baseline Study

A baseline study is a study in which one collects specific data about the present situation, so that it is easier to make a before and after comparison once an initiative has concluded. If a comprehensive problem analysis has already been developed, it may not be necessary to also do a baseline study. Some civil society actors choose to also do a baseline study for instance when there lacks publicly available statistics that are important for the planning, monitoring, and evaluation of a certain initiative, or when there is a need for a second round of more detailed information than what was collected in the problem analysis.

To do this, the Swedish Partnership Programme will be assessing the partnership and how organisations work together, which includes a thorough understanding and assessment of the organisations themselves. The level of flexibility will be based on the assessment of the organisations' capacities, systems, routines, and operations, and on their previous work together.

An increased level of flexibility does not mean that the grant is unrestricted. Activities and budget utilisation still need to be within the SPP's scope and must comply with programme guidelines and agreement conditions.

Large Partnership Funding

Swedish organisations applying for the Large Partnership Funding Modality apply for grants over 3 000 000 SEK. The maximum implementation period is five years.

The Large Partnership Funding Modality is the most flexible modality within the Swedish Partnership Programme and is for organisations with high capacity working with multiple partners. The capacity of a Swedish organisation is assessed on their ability to conduct rights-based development and communication work that aligns with the Swedish Partnership Programme's theory of change, and their institutional capacity in financial and administrative management, internal steering and control, democratic governance, and in managing development programmes overall.

The focus of the assessment for Large Partnership Funding is the Swedish organisation's capacities. Organisations applying at this level are assessed to have the capacity to carry out the assessment of their local partners themselves without the Swedish Partnership Programme's involvement. The Swedish Partnership Programme grants Swedish organisations a high level of flexibility and expects them to offer the same, to the highest extent possible, to their partners. An increased level of flexibility does not mean that the grant is unrestricted. Activities and budget utilisation still need to be within SPP's scope and must comply with programme guidelines and agreement conditions.

We apply a "spectrum" approach, where flexibility ranges depending on organisational capacity and the local organisations operations.

MORE FLEXIBLE SUPPORT

Strengthened partnership and organisational capacity.

Strengthened strategic and rights-based operations.

LESS FLEXIBLE SUPPORT

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Resources for Strengthening Capacity

We aim to be a knowledge platform for our partners to strengthen capacity through mutual learning. This is important so that civil society actors can obtain, increase, and maintain the capabilities to engage in social, political, and economic change. We provide support and resources, mainly through the following forms:

- Funding capacity strengthening actions within a granted initiative
- Promoting the exchange of experiences and learning between partners we support, and providing needs-based resources

Resources within Granted Initiatives

Within all initiatives, partners can, and are encouraged to plan for, and budget (if needed) for activities that strengthen the capacity of civil society. Because this can be done in a multitude of ways, there are no formal restrictions for what type of activity or learning one can budget for within a grant.

Experience Exchanges and Needs-Based Resources

ForumCiv facilitates exchanges between Swedish organisations within the programme about programme-related topics; this may for instance take the form of seminars or workshops that are focused on specific thematic areas and/or geographical areas. In doing this, we seek to highlight existing knowledge and experience of partners and help provide a platform for these to be exchanged, thus taking on the role of facilitators.

We also conduct regular needs analyses to identify common areas that Swedish partners could use support in; for these topics, we develop specific resources or events that are accessible to all Swedish partners within the programme. Depending on the nature of a topic, it might be appropriate to develop digitally available material, an e-learning course, a live seminar, or through another delivery method. Resources and information about events are regularly shared with Swedish partners. ForumCiv also works broader with capacity exchange for all Swedish organisations, which also benefit organisations working with the programme's funding specifically.

Example: Strengthening Civil Society

Strengthening civil society through joint collaboration:

A local organisation assesses that civil society actors working in their area are working in silos and could benefit from working together – especially for advocacy initiatives. The local organisation and the Swedish organisation have therefore included in their budget a cost for one or more seminars with representatives from the various civil society actors to discuss collaborations. This type of initiative strengthens civil society, as a more concerted effort leads to more effective development work and perhaps even better preconditions for speaking out against authorities.

Strengthening civil society through increased knowledge:

A local organisation has been contacted by women and girls that are survivors of gender-based violence for support, but the organisation itself assesses that it needs to strengthen its capacity to work with this subject and group of individuals. The local organisation and the Swedish organisation have therefore included in their budget costs for training by another local organisation that has expertise in supporting survivors of gender-based violence and combatting violence; they will also collaborate with this organisation going forward. This type of initiative strengthens civil society by strengthening a specific organisation and their capacity for working effectively with a sensitive subject, without causing harm.

Practical Considerations for Partnerships and Initiatives

The funding modalities of the Swedish Partnership Programme are designed to strengthen global partnerships and local ownership. This entails looking at how the planning and work of the partnership aligns with the local organisation's long-term goal, strategy, and needs. The Swedish Partnership Programme encourages the strengthening of trust, transparency, and capacities within partnerships.

In this section we outline key considerations for planning, monitoring, adaptation, and evaluation. This section is to support partners in their processes and to offer points of dialogue. It should therefore not be assumed that one needs to provide details or answers in an application for all the exercises outlined in this section. The considerations in this section do not provide instructions for what to include in an application. Please refer to our application templates and *SPP Procedures Manual for Partners* for detailed information about what needs to be communicated in an application to the Swedish Partnership Programme.

Considerations for Planning

Civil society actors need to plan and continuously reflect on their partnerships and joint initiatives. Any joint initiative funded by the Swedish Partnership Programme should be within the frame of a local organisation's strategic work and needs.

Partnership and Organisational Assessment

The Swedish Partnership Programme provides support to development work that is conducted in partnerships. Any planning for a joint initiative should be preceded by a dialogue about the partnership itself. Dialogue about a potential partnership should be grounded in how to further the local organisation's work and the possibilities for strategic collaboration. Such a dialogue needs to cover key areas such as:

- The purpose, vision, goals, strategy and/or long-term plans of the respective organisations
- The development work and methodologies employed by the respective organisations
- Common interests and points of connection between the organisations

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- Capacity within the respective organisations
- The context in which the local organisation is operating
- A risk analysis

The Swedish Partnership Programme expects partners to carry out self-assessments of their respective organisations. Such an assessment helps map out areas such as capacity strengthening needs, potential challenges, areas for collaboration, and it also helps build trust and transparency. The results of these assessments should strengthen the partners' understanding of each organisation's respective systems for planning, implementing, monitoring, evaluating, and reporting on development work, and of systems for administrative and financial management and internal control.

A tool which many have found to be helpful in this exercise is the SWOT analysis. It is important to observe that the SWOT analysis provides only an overall assessment of strengths, weaknesses, opportunities, and threats so partners need to complement this with more in-depth assessments of their respective systems for their own use. It is important for each partner to have a good understanding of their internal strengths and weaknesses, and their internal and external opportunities and threats.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

The SWOT analysis can be used for assessing an individual partner, the partnership itself, and for specific goals; it is important to assess these different areas, as they may have different characteristics. Knowing strengths, weaknesses, opportunities, and threats will help in defining how organisations can work together and what strategies they should employ.

Once organisations have established that they want to collaborate, it should be clear what they aim to accomplish together and how this contributes to the local organisation's needs and strategic work. In addition to this, partners need to early on address power imbalances and other existing complex issues, and commit to principles and routines that safeguard equity, solidarity, and mutual learning.
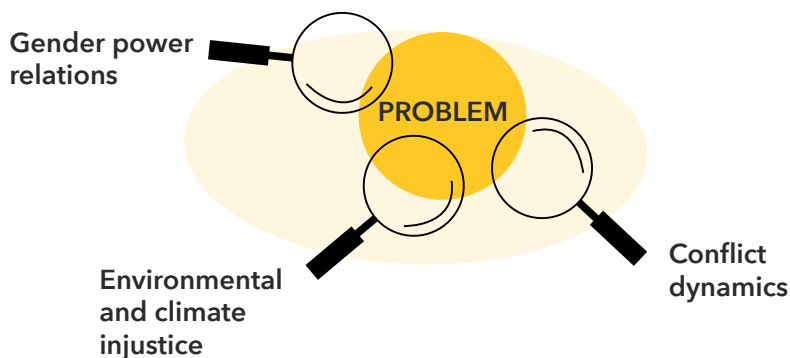
Problem Analysis

Partners should have a common understanding of the human rights problem that they want to address. A problem analysis covers what the main problem is, its root causes, and its effects (consequences). A problem analysis within the relevant context is crucial for building a realistic operational plan.

Usually, there are many causes that together lead to a specific problem. It is important to reflect on how they are linked, and how the consequences are experienced by different groups of rights holders. It can be challenging to separate causes from consequences, but it is important to try do so to make sure that one targets the causes behind a problem and not just the symptoms of a problem. Targeting causes as opposed to consequences will contribute to lasting change.

To ensure democratic governance and an effective operational plan, a problem analysis should be inclusive so that rights holders and other actors with different life preconditions contribute with their knowledge, perspectives, and experiences. The representatives participating in the exercise should therefore reflect the diversity of the larger group which is targeted by this initiative.

Overall, a problem analysis should consider:
- The main problems (human rights violations)
- Any national or international legal framework that can be linked to the human rights
- The root causes of the problems
- The effects of the problems and how it affects groups of rights holders differently
- How gender power relations, and possibly also environmental and climate injustice, and conflict relate to the problems, root causes, and effects
- What is already being done to address the problem

CAUSES

↓

PROBLEM

↓

EFFECTS

Gender power relations

PROBLEM

Environmental and climate injustice

Conflict dynamics

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Example of a Summarised Problem Analysis

Below are a few legal frameworks that rights holders and a civil society organisation have found to be relevant in combatting domestic abuse:

- The Committee on the Elimination of Discrimination against Women (CEDAW)
- Beijing Platform for Action
- The Declaration the Elimination of Violence against Women
- A national law against gender-based violence, but which rarely leads to convictions

They have found the root causes of domestic violence to be the following:

- Toxic masculinity; through which boys and men are socialised into showing dominance and physical strength, repressing emotions, and allowing negative emotions to be channeled through violence
- This country has experienced civil war, which has resulted in the proliferation of arms, a culture of violence, and unaddressed trauma
- Widespread lack of accountability of perpetrators
- Certain cultural norms that place boys and men more over girls, women, and gender minorities.

Domestic abuse has many negative and devastating effects. Rights holders and civil society actors have found the main effects to be the following in their context:

- A deterioration of physical, mental, sexual, and reproductive health
- Loss of education and work
- Decreased participation in society at large

It is known that women, girls, and gender minorities, are severely affected by this, but boys are also subjected to violence – although this is not spoken about as openly.

The rights holders and civil society organisation have made the following connections between domestic abuse, gender power relations, environmental injustice, and conflict:

Boys and men hold more social power than girls, women, and gender minorities, in this community. An example of this is the management of the nearby forest, which is this community's primary source of income. The income is primarily derived from selling timber. The forest is an important economic resource, and it is being managed unsustainably. Men are profiting financially from this practice, whilst women, girls, and gender minorities profit very little and have very limited access to an own income. This impacts their economic power, among other factors, which worsens their prospects overall and their ability to leave violent situations. In addition to this, interpersonal violence has increased since the end of the civil war. After the war, psychological counselling has not been easily available and light weapons still circulate.

There exists a small working group within the Ministry of Family Affairs that focuses on combatting domestic abuse. The Ministry of Family Affairs is planning to invite civil society actors for a national dialogue on this subject, in a seminar that will take place soon. In addition to this, there are a handful of civil society actors that also work with this subject in this region.

A problem analysis should be complemented by an actor analysis, which identifies the key actors that are tied to the problems that have been outlined in the specific context, and which can play a role in solving a particular problem. Not all actors will be relevant for this type of analysis – only the actors with a meaningful influence over the situation should be included. Such an exercise should consider the following:

- If this actor can be considered a formal or informal duty bearer that holds power over the situation, and if so, how
- If this actor be considered a 'supporter', 'blocker', or 'floater', and why
- The relationships that this actor has with other key actors
- If, why, and how one wants to engage with this actor

A good problem analysis builds on the experiences of rights holders and links to overall structural challenges. A problem analysis also combines different sources information for a better understanding of a particular context; it is therefore not only based on information from rights holders, but also on other accumulated experiences and sources of data.

Supporter

A supporter is an actor that supports the change that one seeks to achieve. If a collaboration does not already exist with this type of actor, it could be relevant to establish a collaboration.

Blocker

A blocker is an actor that does not support the change that one seeks to achieve. For this type of actor, it is necessary to create a plan for how to make them an ally and/or how to minimise resistance.

Floater

A floater is an actor with an unclear position. For this type of actor, it is necessary to assess whether it is strategic and necessary to attempt to make this actor and ally, and to plan accordingly.

Example of a Summarised Actor Analysis

A summarised actor analysis of a Chief of Police, in relation to an initiative targeting domestic abuse:
One of the key actors in this case, is the Chief of Police of the municipality. The Chief is a formal duty bearer, as they are representatives of the government's law enforcement agency. They have the responsibility and power to respond to, detect, and prevent crime. This actor can be considered a supporter because domestic abuse is illegal in this country, and it is their personal conviction that domestic abuse is serious and needs to be eradicated. However, the police department is underfunded and has limited resources to fully fulfil its mandate. The police have a working relationship with the social services, but the collaboration is not very developed. In this community, the police are respected by the public, but the police are faced with the challenge of traditional leaders enforcing a parallel legal system. Engaging with the Chief of Police would be strategic and necessary. A dialogue is needed to better understand the preconditions of the police and how the police, social services, and civil society actors can better collaborate to prevent and manage cases of domestic violence.

Setting a Goal

Overall, the local organisation's long-term goal(s), strategic work, and needs provide a frame for designing an initiative that could be funded by the Swedish Partnership Programme. In other words, partners determine how a particular initiative will contribute to what their partnership aims to accomplish together, and ultimately, to the local organisation's priorities.

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The initiatives partners work together on, and the goals within these, build on each other incrementally; one single granted initiative will most likely not be able to reach the long-term goal(s) of a local organisation – actions build on each other over time to achieve greater, structural results.

For an initiative goal to be practical, it needs to be:

- Measurable: A goal needs to be easy to understand, specific about what change is desired, and who the change targets—it should be possible to practically follow-up on the results of the goal
- Owned: A goal should be determined by rights holders and civil society actors together
- Realistic: It should be possible to achieve this goal with the time and resources available for the initiative

Writing in present tense to describe a future change can help with defining a goal. The goal will provide a framework for adaptation and learning, thus guiding the implementation of the initiative. The goal will also be the foundation for evaluating the development initiative.

It is important to consider that initiatives might have unintended results in relation to what one is trying to achieve, which may or may not be positive; these results also need to be accounted for. Unexpected positive results offer lessons about successful efforts in the context, while negative results provide a clear opportunity for change in strategies, methods, and plans. It is important to be open to results that may fall outside of determined initiative goals in the implementation and evaluation processes. In addition to this, a goal might take longer to achieve than expected, or may need to be modified based on certain developments; as with unexpected results, considering these are part of conducting effective and responsive development work.

Outlining How to Achieve a Goal

When identifying goals, it is necessary to map out how one expects change to occur. Every goal needs to come with an understanding of how to achieve it. This process of connecting methods to goals is crucial and it is also a continuous process, where it is continuously reviewed for effectiveness and adaptation. In practice, this means that even a carefully thought-out approach for how to achieve change may need to be adapted along the way.

When the goal(s) and the logic for how to the achieve the goal(s) have been identified, it is necessary to make a more practical-oriented type of planning. This exercise can begin with determining what types of

Example of Goal Formulation

A Swedish organisation and local organisation have decided to design an initiative that raises general awareness about a national law against gender-based violence and the consequences of domestic abuse, attempts to address toxic masculinity norms, and advocates towards traditional leaders to promote the formal justice system as a mechanism of accountability for perpetrators - as opposed to settling cases of domestic violence in other ways. This one-year initiative targets two of the root causes of the problem: toxic masculinity and a widespread lack of accountability of perpetrators.

The following goals have been drafted for this initiative:

Main goal: The preconditions for combatting domestic violence are improved, through having raised awareness about the problem and its legal framework, begun to change attitudes of boys and men, and promoted the formal justice system.

Sub-goal 1: Community members have a basic understanding of the law against gender-based violence and how to report suspected domestic violence.

Sub-goal 2: Boys and men have a better understanding of the importance of gender equality, causes and consequences of domestic violence, and alternative ways of addressing certain issues, processing feelings, and resolving conflict.

Sub-goal 3: Traditional leaders begin to refer cases of domestic violence to the local police, as opposed to settling them outside the formal legal system.

activities are needed. This is also an excellent opportunity to determine if there are other civil society actors that would be beneficial to collaborate with - if this has not been previously decided on. Some activities may have a greater impact if they are jointly implemented with other local civil society actors that specialise in the same topics.

All methods and activities should be looked at together to assess the extent to which they are likely to lead to the achievement of the stated goals, and how they build on each other.

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It is necessary to ensure that the timeline of activities works well for participants; for instance, it may prove challenging to implement activities when weather condit ions are harsh, when other essential processes are taking place, or when there is likelihood for social unrest (for instance around elections). Doing this type of research and having a dialogue with participants about timing is essential.

Considering ForumCiv's Development Perspectives

ForumCiv mainstreams the perspectives of gender equality and equity, environmental and climate justice, and conflict sensitivity and do-no-harm. The perspectives should also be considered in the initiatives planned by the Swedish Partnership Programme's partners. This is done by asking partners to consider the following areas in their internal and external planning:

- How the initiative contributes to transforming discriminatory structures and gender power relations
- How the initiative shows sensitivity to, or an understanding of environmental and climate change injustice
- How the initiative shows sensitivity towards existing tensions or conflicts in the local context in which the initiative is taking place
- How the initiative applies an overall do-no-harm approach to maximise positive progress and minimise the risk of causing unintended harm

Resources, Risks, and Agreements

Once goals, methodology, and activities have been set, it may be easier to plan the remaining components of an initiative. Important components include:

- Identifying and planning for needed resources
- Identifying risk analyses and creating risk management measures
- Consolidating formal aspects of the partnership

Identifying and Planning for Needed Resources

It is important to invest sufficiently in human resources to ensure high quality in implementation, monitoring, evaluation, and reporting.

Example of Considering the Perspectives

Below are two basic examples of a partnership considering the development perspectives both externally and internally. To illustrate these, we are continuing to highlight the previously mentioned initiative that targets domestic abuse.

An example of considering the perspectives externally: The civil society actors targeting domestic violence are visibly attempting to change gender power relations by addressing the root causes of violence against women, girls, and gender minorities. The initiative will also show sensitivity to environmental injustice by including their access to and control over natural resources and land – as a topic in the discussion circles for men and boys, which will require some conflict mediation. Each discussion circle will include individuals from different social groups, so that the old conflict lines are not reinforced, as this is a country that has in the experienced serious conflicts between certain groups.

An example of considering the perspectives internally: Within the civil society organisation's management team and volunteer group, gender and ethnic diversity, and other forms of diversity is ensured in various positions. In addition to this, they have worked to establish inclusive decision-making processes. They have also chosen to minimise their printing and they regularly travel to the area in which the community lives in, for activities – as opposed to gathering large groups in the closest city; they also combine their travels when possible.

A common misconception is that low staff costs are equal to cost effectiveness. However, if there are not enough paid staff to execute tasks, a whole operation can be jeopardised through staff getting burned out, not being able to maintain internal control, or activities getting delayed. Similarly, if a whole operation relies solely on volunteers, it can be challenging to ensure accountability and certainty in that certain tasks will get done according to plan. Below are common roles to budget for, but the planning of staff costs should be done based on what is relevant for the initiative.

- A manager or coordinator
- One or more persons in charge of bookkeeping, and overall financial and administrative management
- One or more persons in charge of monitoring, evaluation, learning and reporting
- One or more persons in charge of activities

When recruiting staff and assigning responsibility, one should strive for a high level of diversity in working groups and to ensure a fair distribution of responsibilities and inclusive decision-making processes. What diversity looks like in a certain setting is unique to each organisation.

To implement the desired activities there needs to be a budget. It is necessary to create a budget that covers all the needs for implementing, monitoring, evaluating, and reporting the initiative, and which is based on an estimation of real costs in that context. To do this, a budget must be formed by individuals that are knowledgeable about the normal costs for good, services, and salaries, and be owned by the management team. A budget should be available and understood by all parties involved. For more details about budget requirements and guidelines, please consult the *SPP Procedures Manual for Partners*.

Risk Analysis and Risk Management Measures

Organisations that prepare for potential challenges are generally better equipped to manage them once they occur. Risk is a factor that can negatively affect an organisation, initiative, or actors, and all initiatives are associated with certain risks. Adopting this mindset is crucial for the success of the initiative and minimising the risk of causing harm to actors associated with the project. There are many ways to categorise risks, one of the broadest being that one views risks as internal or external. An internal risk is a risk that stems from within an organisation or entity, whilst an external risk is a risk that stems from the outside environment. A risk analysis needs to consider both to be as comprehensive as possible.

Considering the Environment

When creating a budget one needs to consider the environment. The activities we choose to conduct to reach goals leave different ecological footprints. To minimise negative effects, it is important to consider factors such as physical travel, printed materials, the use of plastics and single-use items, fuel, energy use and other relevant areas. Partners should employ environmentally friendly practices to the greatest extent possible.

Examples of Internal Risks

RISK: A report cannot be sent on time because the responsible person is unavailable. In this particular case, the likelihood of this happening is high because this organisation lacks a back-up system for key functions in a management group. The impact of this could be significant, as this may affect funding or a partnership negatively. It is therefore relevant for this organisation to establish a back-up system for key functions.

RISK: A case of corruption arises. In this particular case, the organisation does not have internal systems in place for preventing corruption, identifying corruption, and managing corruption. The impact of a case of corruption would be high, as this would affect the outcome of the project, the reputation of the organisation, and more. It is therefore relevant for this organisation to establish a plan for how to prevent, detect, and manage cases of corruption.

RISK: Important knowledge is lost because a coordinator leaves the organisation. In this particular case, there is very little documentation and sharing of key information among staff, so most information resides within the coordinator. The likelihood of losing competency if the coordinator leaves is high because their knowledge has not been institutionalised. The impact of this could be high, as this could affect the quality of the development work. It is therefore relevant for this organisation to begin to document important information and share information more broadly within the management group.

RISK: A serious breach of agreement occurs. In this particular case, information about the agreement lies more with the Swedish organisation. The likelihood of an agreement breach occurring is high because the local organisation is not properly informed of the terms of the agreement. The impact could be high, as this could affect the partnership going forward and funding. It is therefore relevant for the partners to go through the agreement together, widely share the terms in their respective organisations, and ensure permanent access to the agreement terms.

Examples of External Risks

- Social, economic, or political instability
- Resistance to, or lack of interest in activities by key actors

- A backlash against rights-holders raising their voices about a sensitive issue such as domestic violence
- Repression from authorities

It is essential to thoroughly identify risks, plan for how to minimise the likelihood that they materialise, and plan for what to do if they materialise. However, not all risks are relevant to address. To help with this exercise, it is helpful to think of:

- How likely it is that a risk materialises
- How great the impact would be if a risk materialised

With this analysis, it is possible to identify the risks that need to be prioritised, making it easier to determine where to focus efforts and

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There should always be a plan for prevention, investigation and response to corruption and misconduct.

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resources. The risk likelihood and impact should be systematically revised throughout implementation, and new internal and external risks should be assessed as the initiative develops and the context changes. A risk analysis offers preventative measures and lessons learned that should inform implementation. Risk analyses and risk management measures should be documented and followed up continuously.

Agreements

A written agreement serves the function of regulating legal, financial, and managerial issues that are important to the realisation of an initiative and for the partnership itself. An agreement can be seen as a form of security for the partners as well as donors, as it should clearly frame the partnership and what is expected of each partner.

It is necessary for all partners to have ownership and a good understanding of the agreement; if organisations do not carefully read an agreement, there is a high risk that an agreement will not be adhered to, which creates problem both in the short and long term. To ensure that the agreement is understood by all, it should be available in the language(s) that is commonly used by the organisations and there should be a routine for collectively going through an agreement before and after signing one.

An agreement will among other areas outline decision-making within the partnership. Partners therefore need to establish systems for how to take decisions. Such a system should be documented in writing to avoid misunderstandings and to ensure accountability and traceability of decisions. Clear decision-making systems not only increase the efficiency of operations, but they also reduce the risk of agreement breaches and corruption.

Another key area that is outlined in an agreement is how responsibility is distributed between partners. Considering SPP's approach in supporting the leadership of local organisations, it is important that decision-making and the division of responsibilities furthers that end.

Effective communication is a key element of a successful partnership. There needs to be systems for regular communication between partners. Such systems should among other factors consider:
- When and how to communicate updates and reports
- Creating spaces for operational and strategic dialogues
- What communication channels to use
- Who to include in various communication
- Different cultures of communication
- A security perspective of communication

Analysing Risk

Likelihood (vertical axis): 5, 4, 3, 2, 1
Impact (horizontal axis): 2, 3, 4, 5

Template for Agreements

The Swedish Partnership Programme provides a template for an agreement between a Swedish organisation and local organization that is available on our website. This agreement template stipulates the obligations and responsibilities of each organisation to the grant.

Considerations for Monitoring and Adaptation

Monitoring

Monitoring is a process of gathering and analysing information during an initiative. This is done to assess the extent to which activities are effective in reaching the pre-determined goal(s). Conclusions should indicate the extent to which the initiative is progressing towards its goal and whether any adaptations are necessary. There are different approaches and tools available for monitoring an initiative, but they should at the very least answer the following three questions:

- Are we doing what we said we would do?
- Are we making any difference?
- Are we doing the right things?

Once data has been collected, it is possible to assess progress. To properly assess this, one needs to have a thorough understanding of the problem(s) and the situation before the initiative began. Some refer to this as a baseline, but it can also be viewed as having a thorough problem analysis. Having done a thorough analysis allows for a better comparison. As with the planning process, the monitoring process should have an inclusive approach, through which participants have a meaningful and active role.

Adaptation

Having a solid planning and monitoring framework is important for facilitating the implementation of an initiative, but it is also important to learn from experiences and make necessary adaptations along the way. Rapid and transformative structural changes can be achieved in some instances, but for a great deal of development work, change is incremental and can be viewed as progressing towards a desired outcome, whilst requiring continuous learning and adaptations.

Needing to adapt does not mean that the operational plan is inadequate – it is a natural part of conducting development work. Social change processes are often complex, non-linear, and at times unpredictable. Naturally, civil society actors will need to adapt to make their approach, and perhaps activities, to make them as relevant and effective as possible. Such lessons learned should be documented so that they may help inform and improve future initiatives.

An Inclusive Process

This may come in many forms, including interviews, participation in regular review workshops or having steering groups/councils for participants. What is important is that participants can influence the development, implementation, and evaluation of the initiative they are part of.

Example of Adaptation

The example below is part of the example case of a project working against domestic abuse.

After having implemented the project for two months, the rights holders and civil society organisation assessed that they must revise their approach to having dialogues with traditional leaders about referring cases of domestic violence to the local police. The planned approach was for rights holders and the civil society organisation to lead these dialogues themselves, for strategic reasons, but after having initiated the dialogues, they assessed that the presence of the Chief of Police was necessary; the presence of the Chief of Police would add credibility to the conversation, and it would be beneficial for the traditional leaders to hear first-hand how suspected domestic violence cases are managed by the police. Therefore, the Chief of Police was approached to ask for their attendance in dialogues with traditional leaders, even though it was not initially planned.

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There are many ways in which civil society actors may need to adapt an initiative. A few examples of this include:

- Regularly reviewing a risk analysis and risk management measures
- Including an actor that was previously assessed as not being relevant to cooperate with
- Changing how one approaches a certain actor
- Deepening a certain activity, introducing a new activity, or even removing a planned activity
- Revising the logic for how to achieve a certain goal
- Revising a budget because certain activities need more, or less funds
- Finding synergies with other actors in the area to avoid duplication

Sometimes, more significant changes are needed; such changes need to be communicated to the Swedish Partnership Programme beforehand so that they may be jointly agreed on. For information about what constitutes a significant change or a deviation and how to apply for an approval, please read the *SPP Procedures Manual for Partners*.

Considerations for Evaluating and Learning

Monitoring and evaluations are done intuitively throughout implementation. A final evaluation, however, is more extensive, and it incorporates all the accumulated documentation and lessons learned from monitoring.

The final evaluation of an initiative should refer to its context and goal(s); it should assess the extent to which partners have been doing the right things and achieved the pre-determined goal(s). If there are any unexpected results, these should be documented as well. It is when assessing the broader impact of an initiative that both expected and unexpected results can be identified.

In addition to assessing relevance, goal fulfilment, and impact, partners should also assess the coherence of the initiative. This entails looking at for instance, the extent to which the initiative connects with the local organisation's strategic work, internal guiding principles, as well as any external factors such as how other actors are working in the same area and how to promote harmonisation.

To ensure that future initiatives are as cost effective as possible, it is important to consider how well resources have been used. This does not mean that costs must always be kept as low as possible; instead, one should analyse the extent to which the resources being used are serving their intended purpose, and if there are better alternatives.

Assessing Data

There exist different academic approaches to assessing data that is collected for the purpose of analysing results. Whether data is from a primary source or a secondary source, a few useful questions to ask are:

- Could this information be biased in any way? If so, how can that be addressed? A common bias is that participants feel compelled or pressured to say positive things about an initiative.
- Is the sample of people who are consulted representative of the whole sample of participants? If not, how can a better sample be obtained?
- Is the way in which the information has been collected sensible? If not, how can the process be made more appropriate for the information one is looking to obtain?
- How can different sources of data be combined to get a well-rounded picture?

An outcome of such an analysis could be that one assesses that more resources are necessary to improve the quality of an initiative or that less resources are needed to achieve the intended goal or standards. In doing this exercise, it is important to value quality and sustainability and not only focus on having low costs.

Finally, the sustainability of results should be assessed. One significant aspect of sustainability is to analyse the extent to which results, or benefits, have continued or are likely to continue. This goes hand in hand in with working for structural changes, which has a long-term perspective.

In summary, a final evaluation should at the very least cover the following areas:

- The extent to which the right things have been done, in relation to the context
- The extent to which goal(s) has been reached
- The impact of the initiative, which can be beyond the pre-determined goals
- The internal and external coherence of the initiative
- How well resources have been used
- The extent to which results, or benefits are likely to last in the long run

Integrating the above-mentioned six areas and identifying lessons learned will help with designing more relevant, effective, impactful, coherent, cost-effective, and sustainable initiatives in the future. A thorough final evaluation will help with identifying key lessons learned that highlight what has worked well and what has not worked well. Whilst it is desirable to have positive results, it is equally important to learn from what has not worked well. It is also important to recognise steps that have been taken, even if they have not led to a goal being achieved within a specific time period.

A final evaluation should to a certain degree be conducted by the partners themselves, but it can be complemented with an external evaluation. Positive aspects of conducting a final evaluation internally are that the partners deepen their understanding of the initiative and its results, and it strengthens its capacity for conducting such evaluations. Because we are looking to strengthen the capacity of civil society actors, it is always desirable to conduct at least part of a final evaluation internally. The added value of having an external evaluation is that the individuals conducting the evaluation have a more objective perspective and can also be selected according to a certain area of expertise. Depending on the profile and capacity that

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For information on how OECD DAC define and describe these six evaluation criteria, please consult their website.

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Communicating Back Results

The rights-based approach extends to how results are managed. Results management, including monitoring and evaluation, must enable transparency and inclusiveness towards all stakeholders. The purpose, methodology and findings need to be transparent and accessible to all concerned parties. Without transparency and inclusiveness there is no space for mutual accountability between partners, target groups, and other stakeholders.

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exists within an organisation, it may be of high value for some to hire external evaluators that are experts in a certain subject. The downside with hiring external evaluators are the high costs and that that may not understand the initiative as well as the local organisation. For this reason, conduct external evaluations only when it is needed and work closely with the evaluators so that they have all the necessary background information in making their assessments.

Thank you for reading this guide.