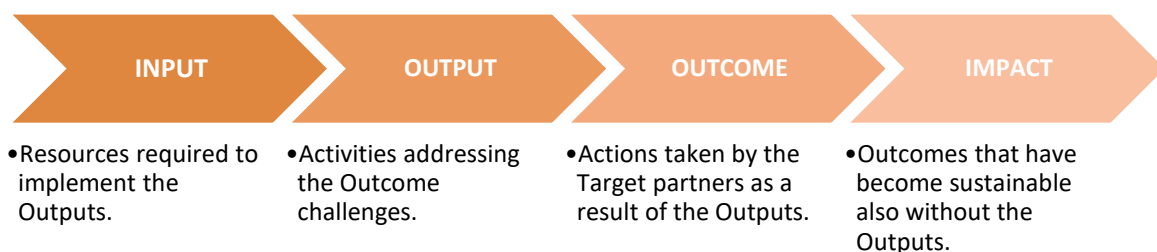




Programme Partner logo

Name of programme

*Real-time Outcome Planning and Evaluation (ROPE)
Programme journal DESIGN,
Template with guidelines*



Definitions by HR&S.

Introduction

About ROPE

The Real-time outcome planning and evaluation (ROPE), the Ten Actions (TAct) and the Cross-Cultural understanding and learning (CUP) have been developed by Assoc. Prof. Cecilia ÖMAN Founder of Action10 and of Human Rights and Science (HR&S), and are the property of Human Rights and Science. Cecilia started developing the tools in 2009 and they have been continuously revised ever since. It is an iterative process, as lessons are continuously learned and implemented.

This document can be downloaded as PDF from www.humanrightsandscience.se. A word document, where the template can be filled in, can be requested from www.humanrightsandscience.se. If the user is person or an institution from a higher income country then HR&S charges a fee. HR&S offers seminars on the use of ROPE, TAct and CUP as well as workshops, where the participant's own programmes are addressed.

Different approaches

Research management

ROPE-Sci addresses Research management. This ROPE approach addresses the common challenges with current scientific capacity strengthening aid support. Please consider for example the Sida evaluation report from scientific research interventions in Bolivia:
https://www.sida.se/contentassets/2c5b0752ff884f9ba6d2739775a4a889/de2017_24_62076en.pdf

How to use this guideline

This guideline is ambitious. This is because the HR&S approach is holistic and aims to cover all important aspects of a new initiative. Thus, not all chapters are relevant for all initiatives and not all chapters are relevant in the beginning of a new initiative. The programme journal is a background document that shall be filled in according to what makes sense. It is a programme support tool aimed to add efficiency and shall not steal energy from the actual implementation.

The Template have sections where the font is small and italic. These sections can be removed as the user of the template get more familiar with the ROPR tool.

Acknowledgement

Action10 and HR&S are grateful to the developers of Outcome mapping for their significant contributions to the field of monitoring and evaluation. The concept of measuring outcomes instead of outputs was originally introduced by Sarah Earl, Fred Carden, and Terry Smutylo already in 2001 (Earl et al, 2001) when they developed the Outcome mapping tool. The ROPE is benefitting from the Outcome mapping concepts the “Outcome challenges”, the “Progress markers” and the “Strategy map” (here called Output mapping).

Transparency International is acknowledged for all the good documents they share at their website¹. Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

¹ <http://www.transparency.org>, January 2015.

Programme identification

- Programme name:
- Programme idea:
- Programme partners:
- Programme country:
- Programme period:

- Strategy: TAct, ROPE and CUP
- Agreements: See Appendices
- Related Programme journal documents:

Programme Summary

Text

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Introduction

Collaboration start-up

The assessment whether a new partnership is appropriate to take on, may be structured around a set of discussion points:

1. "What do you want to do?"
2. "How do you want to do it?"
3. "Why did you not do it already?"
4. "How do you plan to reach a sustainable economy / what is the business idea?"

In case Action10 / Human Rights and Science finds the service proposed (1) and the strategy (2) interesting and it is contributing to the mandate of the institution, is able to address the presented challenges (3), and finds the business idea sound (4), then the partners will discuss a business plan. That is how, in numbers, the approach will have a sustainable economy.

5. "What is the business plan?"

Please add about the regulations and surrounding policies. We are working as a team and will partners will benefit from each others capacity as equal partners. We will compile all the regulations from all partners. We are also operating in a context and shall interact with surrounding policies such as the national development plan (NDP) and international agreements.

6. "Which are the regulations?"
7. "Which are the surrounding policies?"

Expectations and core values are discussed and agreed on.

8. Expectations and core-values are agreed on
 - The partners expectations.
 - The partners core-value prioritisation.
 - Ensuring equal partnership.
 - The sharing of inputs and benefits.
 - Ensuring cross-cultural understanding and learning (CUP).
 - Ensuring quality values (TAct).
 - Ensuring ROPE.

Signing agreement

9. An agreement is developed and signed.

ROPE Structure

ROPE is composed of three chapters; Design, Monitoring, and Evaluation. The Monitoring and Evaluation guidelines are presented elsewhere. Each programme has its own Programme Journal where all activities are documented.

The ROPE Design is composed of eleven sections.

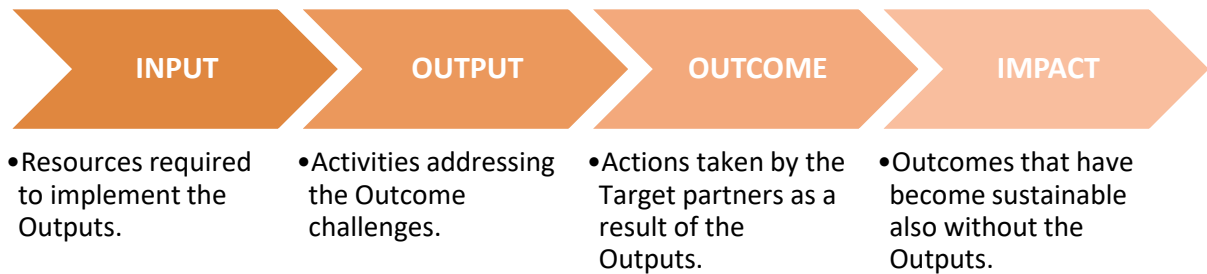


Please note

- The programme design is to be developed by the PPs and the TPs together. The process is highly iterative, thus the Programme Journal is continuously being revised
- The ROPE template is revised annually as lessons are learnt. This is managed by the founder of the tool.
- The programme journal shall preferably be evaluated twice a year, due 30 June and 31 December. The evaluation is either done during face-to-face meetings or through a Skype call. The December evaluation shall be included in the Annual report and for Action10 programmes, it shall be presented at the March General Assembly (GA).
- The journal can be bi-lingual, allowing our PPs to write in their own language. Thus sections can sometimes be translated and both texts shall then remain in the document.

Measuring output, outcome and impact

Input, output, outcome and impact are all measured. These are defined within ROPE as the below.



Definitions by HR&S.

Idea & Background

Programme idea

Compiling the Target partner's replies to:

- "What do you want to do?"
- "How do you want to do it?"
- "Why did you not do it already?"
- "How do you plan to reach a sustainable economy / what is the business idea?"
- "Which are the regulations?"
- "Which are the surrounding policies?"

Background

The background presentation is important for three main reasons; i) it constitute the baseline towards which programme evaluation will be done, ii) it supports with identifying needs and relevant improvements, and iii) it provides information to ensure that new initiatives benefits from and builds on, what has already been implemented.

Date

Please indicate the date for the background description.

The situation before starting the programme

Please describe the situation in general.

Already implemented

Please describe;

What has already been implemented and by whom?

What can be strengthened and how?

National policies and other governing policies

Please present national policy documents or sections of sections of such documents with bearing on the proposed initiative. Please justify how the proposed idea will strengthen and / or complement the national policies. Examples of such documents are National development Plans (NDP) and Place plans.

Meetings shall be held with policy makers for information and knowledge sharing. Also the Embassies in both countries shall be involved.

The overall aim with Action10 / HR&S interventions is delivery of products and services that is efficient, inclusive, fit for purpose and sustainable. The ROPE tool is used to make decisions about the future development in towns, cities and rural areas. It considers where development should happen, where it should not and how development affects its surroundings.

The system balances different interests to make sure that development is arranged in a way that creates high quality, sustainable products and services.

Action10 / HR&S supports the policy makers in all stages of the planning system:

- Development Plans - The planning system guided by plans that set out development should change into the future.
- Development Management - This is the process for making decisions on planning applications. Legislation requires that decisions on planning applications be guided by policies in the development plan.
- Enforcement - This is the process that makes sure development is carried out correctly and which can be used to take action when it has not.

Identifying Partners

Programme Partners

The Programme Partners (PP) are identified as those managing the programme.

The Programme partners are well defined individuals or institutions that will have certain skills and competences making them suitable to manage the programme.

The programme partners are:

PP 1: Name

Presentation of the institution:

Presentation of skills and capacities:

Present the PPs role in the programme and responsibilities:

Present the PPs benefits from managing the programme:

Identified individuals when appropriate:

PP 2: Name

Presentation of the institution:

Presentation of skills and capacities:

Present the PPs role in the programme and responsibilities:

Present the PPs benefits from managing the programme:

Identified individuals when appropriate:

Target Partners

The Target Partners (TP) are identified as those individuals, groups, and organisations with whom the programme interacts directly and with whom the programme anticipates opportunities for influence². Most activities will involve multiple outcomes because they have multiple Target Partners³.

An interesting challenge here is that the programme must be needs driven by ALL the Target partners. Thus the design must be fully adapted to all the outcome challenge of all the TPs.

For HR&S the target partners are often includes two categories; the costumers wanting to buy a product and/or a service as well as the entrepreneur who wants to run a business. The entrepreneur may be linked to HR&S in the form of a franchisee.

Often, but not always shall the Target Partners be a well-defined group of individuals, in order to be able to measure progress. For example if the TPs are children who do not attend school and all these children are offered to attend the programme. Those who accept will together constitute the group of TPs involved with the programme. The groups can also be defined by a period of time. For example, if the individuals in a TP group increases with time until a balance is reached and some enters and others, who do not any longer need the

² Target Partners are for example, social entrepreneurs, students, customer of products or services offered and beneficiaries of the research into use programs.

³ http://www.odi.org.uk/rapid/tools/toolkits/Communication/Outcome_mapping.html

support of the programme, leaves. As a consequence a Target Partner group will then be defined at those entering the group before some leaves. Thus as soon as Target Partners leave then the group is closed and a new group will start identified. (Note those who leave are offered to remain in the programs as mentors, and be defined as Strategic Partners.) The number of TP groups can increase with time, but each group is well defined.

The Target Partners are:

TP 1: Name

Presentation of the group in general.

Identified individuals when appropriate:

TP 2: Name

Presentation of the group in general.

Identified individuals when appropriate:

Strategic Partners

The Strategic Partners (SP) are identified as those individuals, groups, and organisations with whom the programme interacts indirectly. The programme does NOT measure outcomes. Important strategic partners includes the appropriate governmental bodies, as well as the embassies at both sides.

Key strategic partners are policy makers. This group of partner supports with ensuring that implementations benefit from what is already implemented and what is already planned.

The Strategic partners are presented in detail under the Institutional Capacity chapter. This chapter does also involve a plan for the communication with the strategic partners including knowledge sharing and mutual visibility.

The Strategic partners are:

SP 1: Name

Presentation of the group in general.

Identified individuals when appropriate:

SP 2: Name

Presentation of the group in general.

Identified individuals when appropriate:

Partnership justification

Date

Please present why it seems justified to establish this programme and this partnership

The partners expectations

Please explain

The partners core-value prioritisation

Please explain

Ensuring equal partnership

The sharing of inputs and benefits

Ensuring cross-cultural understanding

Please explain

Ensuring structure and ethics (TAct)

Please explain

Ensuring ROPE

Please explain

Ensuring CUP

Please explain

Signing MoU

Date and link.

Ambitions

The Programme Partners (PP) are approached by Target partners (TP) with a request to develop a partnership. The PPs will then assess whether the PPs have capacity to contribute in a meaningful way to the proposed programme. It shall be noted that the PPs' ideas are of lower priority and are expected to be replaced by the TPs ideas and ambitions. The PPs are just facilitators.

Ambitions

Target Partners' ambitions

Please present the dreams and ambitions of the Target Partners. The text explains what the target partner has identified as the solution to her situation. What she wants to do and achieve right now in her life. What are the goals of the Target Partners?

It is the answer to the question "What do you want to do?"

Target Partners' strategy

The strategy of the Target partner presents what she wants to do in actual practice. What are the actual activities and steps are too achieve her ambitions and fulfil her dreams. What needs to be done in general to address the dreams and ambitions of the Target Partner so as to make it happen.

It is the answer to the question "How do you want to do it?"

Target Partners' Outcome challenges

Here we discuss in general the challenges that the Target partner face. This is a compilation of the reasons for why the Target Partners are not doing what they want to do to implement their ambitions. It is the answer to the question "Why did you not do it already?"

Target Partners' business idea

Here we discuss in general the challenges the business idea. This is where the Target partner describes how the collaboration is different from foreign aid, but has a sustainable economy. It is the answer to the question "What is your business idea?"

Quality values

The quality values include truth, trust, equity, harmony and resilience.

Any programme, relation, partnership, communication, transaction, activity and report must fully honour the quality values. The quality values shall be continuously discussed between all partners.

Agree on how to ensure truth, trust, equity and harmony in actual practice.

Be aware of Master suppression techniques.

Ways to ensure quality values in actual practice

Being in partnership, any type of partnership, requires respect. Also humbleness. Humbleness towards the other person's capacity and good intentions, even when we do not see or understand.

At the same time, it is a balance, a balance where also we have to ensure that our own contributions and good intentions are ensured.

Reflections on quality values

Truth	•Ensuring truth is all situations.
Trust	•Ensuring trust in all situations. Trust is something which can be developed with time.
Attitude	•Identify core quality values during the start-up •Clarify expectations of all partners..
Harmony	•Promote a positiv and supportive atmosphere. •Avoid arguments by finding solutions together.
Equity	•Discusse how equity is defined in the programme •Between who?
Transparency	•Ensure financial transparency. •Ensure programme transparency such as knowledge sharing.
Accountability	•Ensure financial accountability. •This will infrom about the financial situation.
Start-up funding	•If start-up funding is required, then all partners have to contribute financially.
Profit	•Profit is shared equally, both funds and services.
Support team	•Install a support team to check on if agreements are honoured and to prevent and sort out conflicts.
Joint decision making	•Arrange regular meetings. •Share early about up-coming conflicts, and sort out.
Agreements	•Develop written agreements and sign.
Knowledge sharing	•Ensure open minded knowledge sharings. •Arrange regular meetings.
Team building	•Ensure clear human resources policies that clarifies how teams work well together, facilitates work, motivates staff.
Operation	•Agree on clear operational tools.
Resilience	•Ensure resilience

Support team

The support team can include, depending on size and need, one per partner;

- Lawyer.
- Financial controller internally and externally.
- Counsellors.
- Notary institution representatives.
- Religious leaders
- Community leaders.
- Good relations with the police, local and Interpol.

Actions promoting quality values

No	Action	Status*	Comment
1.			
2.			
3.			

*I- Idea, P- in preparation, A- has been arranged.

Cross-cultural understanding and partnership

To understand another culture is not always easy, especially if we never visited the other country. The aim with the Cross-cultural understanding and partnership (CUP) awareness raising section is to increase knowledge and understanding, meet needs and at the same time impose empowerment and respect. Different scenarios are discussed, and new relations established.

In the Foundation stage of a new partnership as well as during the annual / bi-annual evaluation planning, the partners review their views on and experience from core values as well as on expectations on the partner. The purpose is to reach a common understanding about key aspects of an equal partnership as well as efficiency.

One exercise offered is when both sides scores (1-5) how far according to their own subjective view, their own culture reaches a set of core values as well as according to their own subjective view, they think that the partner's culture reaches. The material is then compared; both per partner where the expected own scoring is compared with the expected partners values as well as comparing between the partners their own and the expected partners.

Mutual understanding

- Core-values
- Expectations.
- Input, output, benefits.
- Knowledge sharing.
- Responsibility.

Efficiency

- Working conditions.
- Communication.

Actions promoting cross-cultural understanding

No	Action	Status*	Comment
4.			
5.			
6.			

*I- Idea, P- in preparation, A- has been arranged.

Sustainable economy

It is now time to use the outcome challenges identified by the Target Partners to develop a business model. Also outcome challenges identified by Strategic partners including government institutions and donors can be a platform for the business model. The Target and Strategic partners are seen as customers in the business model. The strength is that the Programme has knowledge about the ambitions of the Target Partners and it is now time to analyse how the Target Partners can pay for the provision of services and products to address their dreams. It shall be noted that any Action10 and HR&S business model is a social business and that the purpose is to generate a sustainable economy in the development programs, so as to ensure sustainability and impact.

Each of the Action10 and HR&S programs must have a sustainable economy. It may need seed funding or investment capital to get started but shall never depend on external funding. A source of income must be identified that will pay back the investment with interest, often 10 % per year. The concept is based on the value platform Needs Driven Programme (Ten Actions No 1). If the programme is actually needs driven then the Target partner will be willing to pay for products and services delivered, thus the programme will eventually have a sustainable economy. Thus the Target partner is also considered to be a customer. Consequently, a sustainable economy according to the Action10 and HR&S concept does not only ensure the long term impact of a programme but also the needs driven aspect. Attention obviously must be made to the customer's capacity to pay.

- In the collaboration with Action10 the following applies: The investment capital when paid back shall not be transferred to Action10 in Sweden but remain on an Action10 Programme partner account in the Target country and be reinvested in other joint programs. The 10 % interest shall be used by the TC Programme partner for in-direct programme costs such as administration, transportation, infrastructure, and salary. How the money is spent shall be visible in the TCPP annual financial report. The sustainable economy concept is strengthened by a commitment to private and corporate donors who provide seed funding and investment capital, that transferred funds shall only marginally (7%) cover in-direct programme costs such as infrastructure, travel or administration, and that 93% of the transferred funds must always be used for direct programme costs. In Sweden not more than 3 % of a donation can be used for administration. This ensures that about 90% of a donation is used for direct programme costs, thus directly influencing the TPs.*
- In the collaboration with HR&S the following applies: The collaboration is an equal partner social enterprise and all running costs for all partners shall be covered by the profit from the work.*

Each programme journal develops its own business idea and business plan, and funds shall not be transferred from one PJ programme to another, even if the programme journals are carried by the same Programme partners.

It can be noted that in order to address the ambitions of the Target Partners the strategy of the programme may include increasing the Target partner's knowledge on financial administration and accounting of international standard as well as on entrepreneurship. Transparency and accountability is key. All partners will actively be involved with this issue, measures are taken to ensure a trustful collaboration and only honesty counts. The sustainable economy section includes an exercise where trust is built, and the willingness of handling money in an honest manner is proven. Thus both partners invest financially in the business according to their capacity; it may be 90 % for HR&S / Action10 and 10% for the Programme partner. When scaling-up, then legal documents to be signed both parties are developed by lawyers, possibly one lawyer for each partner, which states all the legal matters as well as responsibilities and benefits for both sides. The document also states, what will happen if the agreement is not honoured.

The business idea and business plan development needs attention. It requires a change in attitude and is different from the traditional foreign aid approach. Workshops are most likely necessary where besides ROPE also the TAct and CCP is addressed. The approach requires; time for reflection, frequent face-to-face interaction between all partners and resilience.

Business idea

The business idea contains the below sections. A more elaborated template is also available through Action10 and HR&S.

	Topic	Questions	Reflections
1	Identified challenges and proposed solutions.	Which are the identified challenges? Why do we do this? What is our proposed solution? What is our vision?	
2	Products and services.	Which are the products and services? Compile and describe.	
3	Status of product development.	Is our product / service fully developed? If not, how much time and capital would be required to create a sellable product / service?	
4	Customer identification.	Who are our first customers? Who are our long-term customers? How many are they? How do we reach them?	
5	Customer paying capacity.	How much money do we estimate that our customers can spend on our product / service? How big is our potential market?	
6	Modes of selling.	Where will we sell our product / service? How will we sell our product / service?	
7	Revenue.	How do we generate revenue? Where will we get the money from?	
8	Start-up capital and future costs.	Which are our biggest costs? Will we need capital for the first year? How do we plan to finance this? Which are our future costs?	
9a	The team.	Who are in our team? What relevant experiences do they have? What are their roles?	
9b	The partners	Who are in our business partners? What relevant experiences do they have? How is providing resources, workload and benefits shared.	
10	Risks.	What are the risks?	
11	Implementation plan.	Create an implementation plan with activities and milestones.	
12	Income statement budget.¹	Develop an income statement budget. Explain the numbers and the assumptions we have based our calculations on.	
13	Cash flow budget.²	Develop a cash flow budget. Explain the numbers and the assumptions we have based our calculations on.	

¹ An income statement for a business reports its earnings and expenses for a given period of time, for example a year. It is a predicted income statement for a future period of time.

² A cash flow budget is an estimate of all cash receipts and all cash expenditures that are expected to occur during a certain time period, for example a year. Cash flow budgeting looks only at money movement, not at net income or profitability.

Business plan

The different sections of the business plan with Finance markers are presented.

Please draft the business plan in short. The different sections of the business plan as proposed here are as presented below. More details can be found in the appendices. The Finance Markers reflect status of the sustainable economy situation. The Finance markers must be formulated in a way that they are measurable. They are separated into single units which can be easily measured. They are developed per each of nine business plan sections and are scored from one to five during the evaluation.

- Written pitch. A pitch is a short presentation of your product, service or organization and its purpose is to convince the recipient of something. Start by describing the problem or need we have identified. Then we describe our idea briefly. Then its benefits, our solution might be more effective than competitors or cheaper to produce? End the pitch with a brief description of the options to our solution. And then an invitation to the reader, what do we want the reader to do when reading our pitch? Do we want the reader to invest in our company or perhaps try our product?
- Vision, what is the vision? Why are we doing this? Where do we see our organisation/ company in 5-10 years and what goals do we want to achieve? In addition to the market and use we envision for your product / service right now, are there any other potential markets and uses for our product / service in the future?
- Summary of the Business Plan. Business Plan Canvas (BMC) is a plan and a tool that is used to create an overview of our business plan. We shall think through your business idea and describe the essence of our idea with a few short sentences in each box to keep track of how everything is connected. A template is available; please find the template in the appendices.
- Business Plan details. Value proposition, Customer Segments, Distribution Channels, Customer Relationships, Revenue, Key Partners, Key Activities, Key Resources, Costs.

Activity	Text	Finance marker	Comment
1. Written pitch		1.	
2. Financial Vision			
3. Summary of the Business Plan, the Canvas			
4. Business Plan details			
5. The team			
6. Risk analysis			
7. Implementation plan			
8. Cash flow budget			
9. Income statement budget			
The section 4 is further detailed according to:			
4.1 Value proposition			
4.2 Customer Segments			
4.3 Distribution Channels			
4.4 Customer Relationships			
4.5 Revenue			
4.6 Key Partners			
4.7 Key Activities			
4.8 Key Resources			
4.9 Costs			

Please find more details to guide in the development of each section in the appendices.

Investment, pay-back, interest and re-investment

For accountability reasons Action10 appreciates and HR&S requires that the investment and revenue is collected on a separate Action10/HR&S Programme partner bank account. Action10 and HR&S have full access to the bank account information.

Investment No	Amount invested	Investor	Date Invested	Interest rate*	Purpose with investment	Agreed use of the interest	Date for repayment	Comment
1.								
2.								
3.								
4.								
5.								

* Often 10% interest

Year, 31 Dec	Balance	Income from interested during the year	Total income from interest	Total amount invested	Comment
1.					
2.					
3.					
4.					
5.					

Institutional capacity

The institutional capacity concerns all aspects of the capacity of the Programme partner institutions to manage the programme including; governance, policies, strategies, staff number and competences, finances, finance administration and accounting procedures, administration, infrastructure, and partnership management.

Activity	Status	Comment	Outcome challenge	Proposed Output
Governance				
Legal representative				
Notary				
Policies				
Quality values		Truth, trust, harmony, equity		
Knowledge sharing		Between all partners and others		
Equal partnership				
Strategies				
TAct has been implemented				
ROPE has been implemented				
CCP has been implemented				
FAA has been implemented				
Transparency and accountability is ensured				
Long-term planning and quality structure				
Gender equality				
Staff				
Staff		Number, competences		
Volunteers		Number, competences		
Internship				
Work efficiency				
Work in shift when appropriate				
Employee motivation		Development talks		
Proactive involvement of managers		Monthly staff meetings		
Use of technologies and systems		that greatly help employees in doing their work more efficiently		
Finances				
Fundraising				
Selling				
Customers and investor care				
Administration				
Annual programme reports				
Annual balance and income statement report and budget				
Institutional workflow				
Finance administration and accounting				
Transferring funds between banks				
Financial auditor				
Infrastructure				
Physical infrastructure				
Travels				
Meeting venues				
Partnership				
Cross cultural partnership awareness				
PP agreements				

Progress markers

Measuring progress

The Progress markers reflect directly the Ambitions and are created to measure progress.

The progress markers address outcomes rather than outputs. Outputs are activities we have control over and are compiled in the Output mapping, outcomes are the desired results of outputs and something we do not have control over.

The progress markers must be formulated in a way that they are measurable. They are separated into single units which can be easily measured. (For example: 1. Each child live in a house, 2 Each child has her own bed, 3 Each child eat once a day, 4 Each child eat twice a day, 5. Each child eat three times a day....).Please note that each progress marker is independent (thus one indicator shall be addressed at level 1, 2 or 3). Each progress marker is provided with a number for easy reference during the analytical process..

Progress markers are developed per Target Partners and by the PPs and the TPs together.

The outcome challenges and the progress markers are adjusted as lessons are learned and conditions change. The changes and date of the revision are noted in the Evaluation Section.

The progress markers measures immediate outcome and long-term impact.

Table Progress markers.

Compilation of the Progress markers per Target partner related to the above chapters;

Ambitions (A), Quality values (QV), Cross-cultural partnership (CUP), Sustainable economy (SE), and Institutional capacity (IC).

Target Partner	Progress markers ⁴		
	Level 1	Level 2	Level 3
TP1 Name			
A1			
	1. xxx	1. xxx	1. xxx
	2.	2.	2.
A2			
	3.	3.	3.
	4.	4.	4.
QV1			
	5.	5.	5.
	6.	6.	6.
TP2 Name			
A1			
	1. xxx	1. xxx	1. xxx
	2.	2.	2.
A2			
	3.	3.	3.
	4.	4.	4.
QV1			
	5.	5.	5.
	6.	6.	6.

⁴ There are three levels of Progress markers depending on how difficult these are to achieve; where level one is most easy to achieve. These progress markers can be defined according to two approaches, namely term duration and degree of realism. In the term duration approach, level 1 are immediate responses that will be expected during the initial phase of the programme, level 2 are medium-term responses that one would expect after some time, and level 3 are long-term responses responses that one might expect after some time. In the degree of realism approach, level 1 are items that are brutally realistic, level 2 are items that are somewhat idealistic, and level 3 are items that are close to being unrealistic (think big).

Outcome challenges

Here we identify in detail the challenges that the Target partner face. This is a compilation of the reasons for why the Target Partners are not doing what they want to do to reach their ambitions; what hinders the Target Partners from reaching her dreams and ambitions. We call the compilation of challenges “Outcome challenges”.

It is the answer to the question “Why did you not do it already?”

Please note that all sections in the Programme Design chapter but the Output mapping are dictated by the Target Partners only. The idea is to open up, to listen and learn from the Target partner and with no pre-assumptions or judgements. When the outcome challenges have been identified, then it is time for the PPs to come with follow-up questions in order to fully understand the situation.

The outcome challenges are developed per Target Partner and by the PP and the TP together.

The outcome challenges and the progress markers are adjusted as lessons are learned and conditions change. The changes and date of the revision are noted in the Evaluation Section.

Please note also that all the design parameters are closely related to each other.

Table Outcome Challenges.

Compilation of the outcome challenges per Target partner related to the above chapters;

Ambitions (A), Quality values (QV), Cross-cultural partnership (CUP), Sustainable economy (SE), and Institutional capacity (IC).

Target Partner	Ambitions	Quality values	Cross-cultural partnership	Sustainable economy	Institutional capacity
TP1 Name					
	Outcome challenge A1	Outcome challenge QV1	Outcome challenge CUP1	Outcome challenge SE1	Outcome challenge IC1
	Outcome challenge A2				
TP2 Name					
	Outcome challenge A1				
TP3 Name					

Theory of change

Please write a full story, presented as the positive future as if all challenges had been addressed and all ambitions reached.

Include ALL ambitions and ALL challenges at all level, financial, educational, operational, cultural, religious, time-wise, health related, strength, hope, faith.....

Feel free and talk from your heart. A long story is better than a short one.

(For example: The children live comfortable in a home, where parents care for them. They eat three times a day. The children attend school actively, do their homework and manage their exams with highest scores.....)

Text...

Outputs & output mapping

The overall aim with Action10 / HR&S interventions is delivery of products and services that is efficient, inclusive, fit for purpose and sustainable. The system balances different interests to make sure that development is arranged in a way that creates high quality, High impact sustainable products and services.

Outputs

Outputs are the activities or written material that the Programme partners take on to address the Outcome challenges. Reflection can also be made on if Outputs can be linked to Progress markers and Ambitions.

Table Outputs.

Compilation of the outputs per Target partner and per Outcome challenge (Progress marker or Ambition) related to the above chapters;

Ambitions (A), Quality values (QV), Cross-cultural partnership (CUP), Sustainable economy (SE), and Institutional capacity (IC).

Try to structure the outcome challenges in clusters.

Target Partner / Outcome challenge	Ambitions	Quality values	Cross-cultural partnership	Sustainable economy	Institutional capacity
TP1 Name					
Outcome challenge 1	Outcome challenge A1	Outcome challenge QV1	Outcome challenge CUP1	Outcome challenge SE1	Outcome challenge IC1
Outputs	Output A1	Output QV1	Output CUP1	Output SE1	Output IC1
Outcome challenge 2	Outcome challenge A2	Outcome challenge QV2	Outcome challenge CUP2	Outcome challenge SE2	Outcome challenge IC2
Outputs	Output A2	Output QV2	Output CUP2	Output SE2	Output IC2
TP2 Name					
Outcome challenge 1	Outcome challenge A1	Outcome challenge QV1	Outcome challenge CUP1	Outcome challenge SE1	Outcome challenge IC1
Outputs	Output A1	Output QV1	Output CUP1	Output SE1	Output IC1
Outcome challenge 2	Outcome challenge A2	Outcome challenge QV2	Outcome challenge CUP2	Outcome challenge SE2	Outcome challenge IC2
Outputs	Output A2	Output QV2	Output CUP2	Output SE2	Output IC2
	Outcome challenge A1				
TP3 Name					

Outputs in relation to policies

Please consult the Background section and the Strategic partner section with the purpose of ensuring that programme implementations benefit from what has already been implemented and what is already planned. Equally important is obviously to ensure that Strategic partners benefit from the Action10/HR&S interventions.

Ensure that all interventions are supporting the country policies and are implemented in equal partnership with the authorities and other country and community policy representatives.

Reflect over Strategic partner's activities and identify overlaps. Plan the outputs so that they link well to the overall situation and establish the appropriate collaborations with other stakeholders and make the necessary revisions, if any.

Action10 / HR&S aims at supporting policy makers in all stages of the planning system:

- *Development Plans - The planning system guided by plans that set out development should change into the future.*
- *Development Management - This is the process for making decisions on planning applications. Legislation requires that decisions on planning applications be guided by policies in the development plan.*
- *Enforcement - This is the process that makes sure development is carried out correctly and which can be used to take action when it has not*

Success story in theory

The Output mapping compiles outputs into a strategy.

The Output mapping strategizes the outputs and is a creative tool. The Output mapping is a way to have an overview.

It categorises that outputs depending on the conditions. Direct actions are those that are directly related to the desired outcome and have a single purpose, Indirect actions are indirectly related to the desired outcome or attempts to produce the desired outcome indirectly, and actions fostering an enabling environment, enables or encourages the desired outcome with very little direct bearing on it.

The Output map also compiles the Target partners that will be affected by an output.

Please note that at the start-up of a new programme an input map compilation may be enough. For example: A workshop is an output of the activities related to budgeting, allocating sources of funding, inviting the participants, developing the programme, identifying the venue, managing the travelling, and running the programme.

Table. The Output map.

Target Partners	Direct TP No	Indirect TP No	Fostering an enabling environment TP No
Aimed at the Target Partner			
	1. Output	1.	1.
	2.	2.	2.
	3.	3.	3.
	4.	4.	4.
Aimed at the Target Partner's Environment			
	1.	1.	1.
	2.	2.	2.
	3.	3.	3.
	4.	4.	4.

Note: Direct actions are those that are directly related to the desired outcome and have a single purpose, indirect actions are indirectly related to the desired outcome or attempts to produce the desired outcome indirectly, and actions fostering an enabling environment, enables or encourages the desired outcome with very little direct bearing on it.

Input mapping

At this time, when everything above has been considered, then, and only then is it time to develop an input map. Who does what, when and how? What other resources is required; funds, work hours, knowledge, network, etc. ?

Partner meetings and workshops

PP and TP to address programme design.

The Table presents the logistics of the meetings with the Target Partners and how surveys were conceptualised to capture the different ROPE sections

When face to face meetings between Action10/HR&S, PP and TPs are difficult to arrange in actual practice, then video recordings from PP TP meetings are useful.

Event No	Type of event	Dates	Participants		Type of survey	Output
			From PP	From TP		
1.						
2.						

PP and SP to address visibility and collaboration.

The Table presents the logistics of the meetings with the Strategic Partners with the purpose of being visible and to discuss cross programme collaboration.

Event No	Type of event	Dates	Participants		Purpose with meeting	Output
			From PP	From SP		
1.						
2.						

PPs to reflect over and improve the programme design

The Table presents the logistics of the meetings between partners to design the programme. Usually it is the responsibility of Action10 / HR&S to be in charge of the programme journal. The event includes a workshop where multi-cultural relations and sustainable economy is addressed.

Event No	Type of event	Dates	Participants		Purpose with the event	Output
			From PP1	From PP2		
1.	Signing MoU					
2.						

Sharing of Inputs

PP and TP Inputs

The Table presents the logistics of output session with Programme and Target Partners including structure and ethics as well as cross-cultural understanding sessions.

If face to face workshops are difficult to arrange in actual practice, then Skype presentations and webinars can be considered.

Event No	Type of event	Dates	Person in charge	Participants		Agenda	Output	Financed through
				From PP	From TP			
	Programme design sessions							
1.								
	TAct workshop							
2.								
	CUP workshop							
3.								
	ROPE workshop							
4.								
	Finance administration and accounting							
5.								
	Business idea workshop							
6.								
	Programme monitoring							
7.								
	Programme evaluation							
8.								

Input mapping

The input mapping compiles the inputs that will result in the outputs compiled in the Output mapping, the sustainable economy and institutional capacity sections. The Input map contains dead-lines and identifies the persons in charge. Please note:

- If volunteers are involved information on the exact requirement of competence and time and how they will be guided and managed in the field, is essential.
- If we need to construct something we probably need to own the land.
- If the Programme has more than one Programme journal, the input map can encompass all Programme journals for better overview.

Revision date: Month, Year.

By: Name.

Activity	Due	Institution in charge	Person in charge	Inputs required*	Status	Output/Comments
Programme journal DESIGN						Start-up phase, with PPs, TPs, and SPs
TP meetings						
SP meetings						
Collect and share on-site information		PP				
Analysis of data and development of the PJ DESIGN document		Action10/HR&S				
Fundraise, seed money						
Sharing about programme among potential donors		Action10/HR&S				
Be active on Action10 and HR&S Facebook		PP				
Fundraise, investment capital						
Appointment of staff and volunteers						
Keeping PJ updated		Action10/HR&S				
Collection of monitoring data		PP				
IT						
Field staff in TC						

Activity	Due	Institution in charge	Person in charge	Inputs required*	Status	Output/Comments
Strategic partnership						Identify SP then establish and maintain contact
Coordinate with authorities						Coordinate with local and national authorities to scale-up. Link to NDP
Procurement						
Constructions						
Products provided						
Computers						
Access to Internet						
Services provided between PPs						Trainings etc
Training on business management		Action10/HR&S and PP				
Training on finance administration and accounting		Action10/HR&S				
Support with developing PP website		Action10/HR&S				In case not already developed
Funds provided						
Seed -money		PP				
		Action10/HR&S				
Investment capital		Action10/HR&S				
In-kind provided						
Work hours		PP				
Work hours		Action10/HR&S				
Travel and accommodation for PP meetings		Action10/HR&S				

Activity	Due	Institution in charge	Person in charge	Inputs required*	Status	Output/Comments
	Annually	PP, Action10/HR&S		Meeting in TC		
Programme journal DESIGN and EVALUATION updates						With PPs, TPs, and SPs
Keep PJ updated as monitoring data is collected and shared		Action10/HR&S				
Other activities						
Conclusion of programme						

**Inputs include amount of work hours, capacity, funding, travels, administration etc.*

As per Target partner institution

[illegible]

Appendices

Appendix 1 Acknowledgement

Cecilia ÖMAN is grateful for the support, ideas, guidance and challenges ;-) provided by friends, colleagues and partners all over the world, while developing ROPE. She is grateful for the continuation of the same, as ROPE is a living tool that is developed as lessons are continuously learnt.

The concept of measuring outcomes instead of outputs was originally introduced by Sarah Earl, Fred Carden, and Terry Smutylo already in 2001 (Earl et al, 2001) when they developed the Outcome mapping tool. The ROPE is benefitting from modified versions of the Outcome mapping parameters the “Outcome challenges”, the “Progress markers” and the “Strategy map” (now called output map). Action10 and HR&S are grateful to the developers of Outcome mapping for their significant contributions to the field of monitoring and evaluation.

Transparency International is acknowledged for all the good documents they share at their website⁵. Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

⁵ <http://www.transparency.org>

Appendix 2

Acronyms and descriptions

Please include the appropriate ones and add those that are specific for this programme

CCP	Cross-cultural partnership (A10 and HR&S awareness raising and strategic collaboration tool)
CDO	Community Development Organisation
CSR	Corporate Social Responsibility
CPA	Country Programmable Aid
CSO	Civil Society Organisation
DAC	Development Assistance Committee of the OECD
DC	Donor Country
EP	Evaluation planning
FAA	Finance Administration and Accounting
ICAS	Institutional Capacity Assessment Scheme
Input	The resources required to arrange an Output, definition by HR&D.
IMF	International Monetary Fund
Impact	Outcome that have become sustainable without the backup of outputs, definition by HR&S
MoU	Memorandum of Understanding
NDP	National Development Plan
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OM	Outcome Mapping
Outcome	Actions by Target partners which are a result of the programme Output, definition by HR&S
Output	Programme activities reflecting the Outcome challenges, definition by HR&S
PJ	Programme Journal, definition by HR&S
PP	Programme Partner, definition by HR&S
PRSP	Poverty Reduction Strategy Papers
ROPE	Real-time outcome planning and evaluation (A10 and HR&S programme management tool)
SACCO	Saving and credit cooperatives
SDG	Strategic Development Goal
SP	Strategic Partner
TAct	Ten Actions, definition by HR&S
TC	Target Country, definition by HR&S
TP	Target Partner, definition by HR&S

Appendix 3

National development plans

Goals

The goals of a National Development Plan are to identify the focus of the micro and macro strategy for national growth. This can include development of the economic infrastructure, education, social welfare, science, and innovation. Before setting goals, a government reviews the current strengths of each sector and articulate room for growth (both in the long and short term). The scope of goals is tailored to the cultural, economic and social needs of a specific country. Goals should avoid being politically motivated and have sustainability regardless of what is politically popular at the time.

Overseeing

The scope involved with a national project requires a large scale project manager, like a Central Monitoring Committee. Depending on the government structure, it will usually be chaired by a top level official in the office of finance or treasury. Since the funding of a programme is integral to its implementation, the financial perspective will be crucial in setting and meeting goals. The Monitoring Committee will ultimately report to the executive/cabinet level of the government and the work of the overseeing committee can be audited by a government accounting/accountability office.

Communication

A communication strategy for a development plan is important so taxpayers and citizens understand what investments and initiatives are being addressed. Typically the committee overseeing a national development plan will develop an Information Office that will market and publicize the plan and also can field questions/suggestions from concerned citizens.

Timeline

National plans address short, medium and long terms goals. The purpose of the plan is to prioritize for national immediate needs (food, water, housing, healthcare) that should be met but also to predict in the medium and long run, what are larger goals that should be achieved.

Implementation

The key to any national plan is actually accomplishing goals. A central planning body typically oversees the national plan and acts as a project manager of sorts to oversee the execution of goals on the micro level. This will involve liaising with government agencies that regulate various sectors (transportation, education, health & human services, etc.). It will also need to coordinate with local and municipal governments.

Funding

Funding can come from a variety of sources. The most obvious funding source is the national tax income. It can also liaise with various government agencies responsible for an area or industry included in a development plan. Certain projects of a national development plan in a low or middle income country can be financed by foreign donors, international organizations or even corporate/non-profit partners. The funding issue will most likely be the most politically sensitive and will require support from taxpayers and elected officials to advocate for funding in the budgeting process.

Appendix 4

Workshop evaluation questionnaire template

Workshop Name: _____

Training Location: _____

Participant Name (optional): _____

Date: _____

Title: _____

Position: _____

Years in present position? <1 1-3 3-5 5+

Instructions

Please **circle your response** to the items and please rate aspects of the workshop on a 1 to 5 scale:

1 = "Strongly disagree," or the lowest, most negative impression

2 = "Disagree"

3 = "Neither agree nor disagree," or an adequate impression

4 = "Agree"

5 = "Strongly agree," or the highest, most positive impression

N/A Choose N/A if the item is not appropriate or not applicable to this workshop.

Your feedback is sincerely appreciated. Thank you.

The questions

Workshop content

- | | | | | | | |
|---|---|---|---|---|---|-----|
| 1. I was well informed about the objectives of this workshop. | 1 | 2 | 3 | 4 | 5 | N/A |
| 2. This workshop lived up to my expectations. | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. The content is relevant to my work / research. | 1 | 2 | 3 | 4 | 5 | N/A |

Workshop design

- | | | | | | | |
|---|---|---|---|---|---|-----|
| 1. The workshop objectives were clear to me. | 1 | 2 | 3 | 4 | 5 | N/A |
| 2. The workshop activities stimulated my learning. | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. The activities in this workshop gave me sufficient
practice and feedback. | 1 | 2 | 3 | 4 | 5 | N/A |
| 4. The difficulty level of this workshop was appropriate. | 1 | 2 | 3 | 4 | 5 | N/A |
| 5. The pace of this workshop was appropriate. | 1 | 2 | 3 | 4 | 5 | N/A |

Workshop instructor (facilitator)

- | | | | | | | |
|--|---|---|---|---|---|-----|
| 1. The instructor was well prepared. | 1 | 2 | 3 | 4 | 5 | N/A |
| 2. The instructor was helpful. | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. The instructor was knowledgeable enough | 1 | 2 | 3 | 4 | 5 | N/A |

Workshop results

- | | | | | | | |
|--|---|---|---|---|---|-----|
| 1. I accomplished the objectives of this workshop. | 1 | 2 | 3 | 4 | 5 | N/A |
| 2. I will be able to use what I learned in this workshop | 1 | 2 | 3 | 4 | 5 | N/A |

Workshop delivery

1. The workshop was a good way for me to learn this content. 1 2 3 4 5 N/A

2. How would you propose this workshop can be improved? (Check all that apply.)

☐ Provide better information before the workshop.

☐ Clarify the workshop objectives.

☐ Reduce the content covered in the workshop.

☐ Increase the content covered in the workshop.

☐ Update the content covered in the workshop.

☐ Improve the instructional methods.

☐ Make workshop activities more stimulating.

☐ Improve workshop organization.

☐ Make the workshop less difficult.

☐ Make the workshop more difficult.

☐ Slow down the pace of the workshop.

☐ Speed up the pace of the workshop.

☐ Allot more time for the workshop.

☐ Shorten the time for the workshop.

☐ Improve the tests used in the workshop.

☐ Add more video to the workshop.

3. What other improvements would you recommend in this workshop?

4. What is least valuable about this workshop?

5. What is most valuable about this workshop?

Are you interested in receiving other educational materials/workshops from the trainer or e-mail updates about this programme? Yes No

If yes, please write your name, address, e-mail, phone number.

Appendix 5

Business plan guidelines

1. Written pitch

A pitch is a short presentation of our product, service or organization and its purpose is to convince the recipient of something, such as that our solution to each problem is the best. We describe our business idea, in short, so that anyone who reads our entry can quickly get an overview of what it contains. We may want to use the structure called NABC (Need, Approach, Benefits per cost, Competition).

- Start by describing the problem or need we have identified.
- Then we describe our idea briefly.
- Then its benefits, our solution might be more effective than competitors or cheaper to produce?
- End the pitch with a brief description of the options to our solution.
- And then an invitation to the reader, what do we want the reader to do when reading our pitch? Do we want the reader to invest in our company or perhaps try our product?

We try to catch the interest of the reader in the introduction of our pitch, if possible we try to engage the reader's thoughts and feelings by delivering both touching stories and facts.

2. Vision

- What is the vision? Why are we doing this?
- Where do we see our organisation/company in 5-10 years and what goals do we want to achieve?
- In addition to the market and use we envision for your product / service right now, are there any other potential markets and uses for our product / service in the future?

3. Summary of the Business Plan

Business Plan Canvas (BMC) is a plan and a tool that is used to create an overview of our business plan. We shall think through your business idea and describe the essence of our idea with a few short sentences in each box to keep track of how everything is connected. A template is available; please find the template in the appendices.

4. Business Plan details

The business plan consists of nine different areas⁶.

- 4.1 Value proposition
- 4.2 Customer Segments
- 4.3 Distribution Channels
- 4.4 Customer Relationships
- 4.5 Revenue

⁶ After we have filled in our Business Model Canvas (BMC) , we can easily go through the description of what we are offering and see what assumptions we have made. Since reality rarely matches exactly the assumptions written down on paper, we can now use our completed BMC to formulate hypotheses which we can then test, and we can modify our BMC depending on what the tests show. If our description of our offer in a BMC for example contains: "My offer is the use of umbrellas that provide shade on the beach" a possible testable hypothesis could be; "Shadow is something we request on the beach" and "Umbrellas are the best way to provide shade on the beach". Do our potential customers agree with us or are there things we haven't thought about? Reflect again over the Outcome challenges and the Output mapping in this journal.

- 4.6 Key Partners
- 4.7 Key Activities
- 4.8 Key Resources
- 4.9 Costs

4.1 Value proposition

- Please describe what problem or need we solve with our idea and why it is important for our customer to get this solved.
- What makes our solution unique?
Include concept, product, service, business plan, etc.
- Describe the benefit for the customer to use our product / service.
Express it in terms of money, time, convenience, quality improvements, etc.
- Described our competitors' products / services and why the customer should buy our product / service over our competitors'.
- Described how we are going to protect our product / service and create competitive advantage.
Address industrial designs, patents, rate of innovation, design, marketing, etc.
- Described if there are any patents or legal protection that prevents us from selling our product / service to customers?
- Explain whether our product is fully developed? If not, how much time and capital would be required to create a salable product / service?
- Described in what aspects your organisation/company will be environmental and socially sustainable?

4.2 Customer Segments

- Please describe our first customers? How many are they? What do they think about our offer?
- Please describe our customers in detail. Include if relevant; age, gender, country, culture, religion, language, income, lifestyle, values, purchasing behavior, personality, etc.
- How are we going to reach our customers?
- Have we verified that our customers are interested in the solution we are offering to their problem or need? How did we go about to find this out?
- Try to estimate how much money our customer could spend on our product / service. What do we base this number on?
- Please describe our potential market. Include size, growth prospects, trends and developments, etc.

4.3 Distribution Channels

- Where and how will we sell our product / service? Address physical options, digital, etc.
- How are we going to deliver our value proposition to our customers?
- Are there any barriers of entry that might exist on the market? If so how would we overcome them?

4.4 Customer Relationships

- How are we going to get customers?
- What it will require to establish and maintain a relationship with our customers?
Include time, money, resources, etc.
- How will our customer know about our organisation/company and what we are offering?
- How will we get the customer to buy our product / service?

- How are we going to differentiate our offer from our competitors?
Will we compete with technology, design, service, availability, price, etc.?
Does our organisation/company have better sustainability benefits?
- Once we have customers, how will we retain them in the long run?

4.5 Revenue

- How will we make money on our idea?
Where will we get the money from?
Include direct sales, distributors, advertising sales, service agreements, licensing, franchising, subscriptions, etc.
- In what quantity do we expect to sell your product / service?
When will we sell your product /service?
- What price will our customers pay for our product / service?
How did we come up with that price?

4.6 Key Partners

- Who are the collaborations and partners that are important for our organisation/company?
Include suppliers, distributors, manufacturers, advertising agencies, retailers, etc.
- Which are the important resources we get access to from our key partners?
Include personnel, material, knowledge, patents, etc.
- Have we described how we will initiate a relationship with potential partners?
- Have we evaluated our collaborations / partnerships from an ethically, socially, environmentally and economically sustainable perspective?

4.7 Key Activities

- Please present the key activities that we and our team need to be really good at in order to create and deliver our value proposition to our customer. Include manufacturing, product development, logistics, sales, outsourcing, software development, design, customer service, etc.

4.8 Key Resources

- Please describe the most important resources needed to create and deliver our product / service? Include personnel, website, social media, computers, IT and other physical infrastructure, buildings, office space, vehicles, patents, trademarks, etc.
- Do our distribution channels require specific resources?

4.9 Costs

- Which are our biggest costs, or will be our biggest costs when our organisation/company is finally up and running?
Please rank the expected costs in order of size.
Please include also our marketing costs.
- Will the organisation/company need capital in the first year and how do we plan to finance this?
- Please describe our calculations in this business plan.
What assumptions have you made in your calculations?

5. The team

- Please describe the team members, their role and what relevant experiences they have.
Why will our team be successful with this idea?
- Does our team lack specific experience or knowledge?
If so how do we plan to get access to this specific experience or knowledge?

- What motivates us?
Why are we and our team doing this?

6. Risk analysis

- Have we received any indication that customers are willing to pay for our product / service?
- Please described and evaluated the risks concerning the different parts of our business plan that could jeopardize the success of our organisation/company including technical, economical, market, personnel, environmental barriers and other constraints.
- Present how we will manage these risks and minimize their impact?
If possible, then we use scenarios to describe our plans.

7. Implementation plan

Create an implementation plan with activities and milestones.

- Who is responsible for what? How? And when?

A template is available.

8. Cash flow budget

Please describe our cash flow budget and explain the numbers and the assumptions we have based our calculations on.

A template is available. Please customize and adapt the template provided to reflect your specific business since no two budgets are the same.

9. Income statement budget

Please describe our income statement budget and explain the numbers and the assumptions we have based our calculations on.

A template is available. Please customize and adapt the template provided to reflect your specific business since no two budgets are the same.

Appendix 6

Transparency and accountability

At Action10, Human Rights and Science and our Programme and Target partners, we strive to maintain the highest standards of accountable and transparent governance.

Transparency

Transparency is about being easy to understand, and being open, frank and honest in all communications, transactions and operations⁷. Transparency ensures that public officials, civil servants, managers, board members and business persons act visibly and understandably, and report on their activities. And it means that the general public can hold them to account. It is the most powerful way of guarding against corruption, and helps increase trust in the people and institutions on which our futures depend. In brief, transparency is the degree of openness with which public affairs are managed, while corruption describes “the abuse of entrusted power for private gain”. Corruption can be classified as grand, petty and political, depending on the amounts of money lost and the sector where it occurs.

Accountability and transparency go hand-in-hand, and involve being aware of who to be accountable to, what the important pieces of information are, and how they can be communicated most effectively. Openness determines answerability and answerability reinforces openness. The absence of transparency and accountability provide fertile ground for corruption to thrive. If corruption is seen as a disease, then transparency and accountability are important cures.

Accountability

Accountability is about being responsible to someone for actions taken; about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an institution or person to account; and that the institution or person has a duty to explain and account for its actions. The accountability for example refers to the extent to which it is possible to identify and hold public officials to account for their actions.

Corruption and bribery

Corruption and bribery are serious problems and dealing with it extremely difficult. When corruption becomes systematic, it is very difficult to undo, it is a many-sided problem and it takes global efforts to fight against it. Sometimes people may not be fully aware they are acting corruptly. In offices infested with corruption a system of ‘reverse ethics’ develops. People may hold on to certain codes of loyalty to their colleagues, superiors or ethnic communities. One problem is impunity (exemption from punishment) and in places where impunity prevails, it is rational to protect one’s own interest. Systematic corruption is a serious threat to social order. When driver’s license can be bought without formal proof driving skills, when houses and roads are not properly constructed and when unqualified medical doctors can practice, there are serious consequences.

⁷ It is possible to be accountable by providing a lengthy and technical explanation of every detail, but if this information is not easily understood by the audience, and if key facts are hidden by the sheer volume of information then the information is not presented in a transparent form.

Development aid is vulnerable to corruption. Great effort is required to follow up on projects, trace money and get the evidence of embezzlement that will stand up in court⁸. Private sector deals are even more difficult to keep track of. Multinational companies and individual elites across the globe are involved in tax evasion.

The truth is, we must all stand up for every one's rights and against wrongdoings and we must fight corruption. Whistle-blower protection should be one key element. When we see or encounter corruption we must act. We must call in the police if required and Interpol if international. It is our responsibility. We must be aware of whom we are partnering up with. To start a new collaboration through small scale projects is an important approach, to take time to build firm and honest procedures, before scaling-up. Action10 and Human Rights and Science believe in the power of role-models and the strength with introducing and maintaining transparency and accountability procedures.

In conclusion; Action10 and Human Rights and Science acknowledge the challenge of corruption and bribery in the environment where we are operating. The truth is, we do not manage to fully avoid it, but we learn from our lessons and we strengthen our procedures of being firm and strong against corruption. We are always honest, trustful and even resilient from our side, which is different from being unaware or from accepting wrong-doings. On the contrary we strongly stand-up for what is right.. We forcefully address wrong-doings and we do not accept any nonsense. To be honest...it is not an easy task in the countries where we are operating.

⁸ Even though development partners officially have zero tolerance towards corruption, in practice the situation may be different. Sometimes it is easier and less costly to sweep matters under the carpet. In addition, some forms of aid, like budget support, is very difficult to trace. Western development partners have in general a less say in how development funds are managed as the Paris Agenda calls for use of the partner governments' financial management systems. While an admirable principle, it can also be problematic if goals are not genuinely shared.

Appendix 7

Institutional capacity

Governance

Legal representative

Who will represent legally HR&S in the TC? It is most often a lawyer.

Policies

Strategies

Staff

Staff and volunteers

Compile staff and volunteers allocated for each task in the input map and include a short presentation of each person and previous experiences. Identify gaps.

Finances

Fundraising and selling

Develop a Case statement to be used as marketing material. It shall contain a donor portfolio as well as a customer offer. The case statement shall show quality but not be unnecessarily expensive. The visual design shall be carefully considered. It statement can be developed in the format of four sets, folded A4 documents:

- General
- Target donors
- Target customers
- Budget

The donor section shall thoroughly present what's in it for the donor. Still Action10/ HR&S programmes are never donor dependent and never donor driven. The donor contribution is an offer for anyone who wants to support to invest in an excellent programme.

Customers and investors

Compile customers and investors and present how the contact is kept. Present the strategy for approaching new customers and new Investors. Aid support can be considered for well thought through activities ensuring that the programme never become donor driven or donor dependent.

Administration

Case statement

A case statement is created for all Programme partners and for certain programmes.

Annual programme and financial reports

The programme partners generate annual reports no later than March the following year, presenting the management, the analyses, the programme and the finances.

Annual balance and income statement report and budget

All programme partners compile annual financial reports, no later than March the following year, presenting the balance and an income versus cost overview. A budget for the coming year and the three coming years are also presented.

Institutional workflow

Strategies are put in place to ensure an effective and efficient workflow between the staff within each institution.

Finance administration and accounting

All programme partners manage the finance administration and accounting (FAA) according to international standards. The activity includes the below outputs.

- Training in FAA by Action10 and HR&S.
The training addresses; Bookkeeping; Business plan, implementation plan; Cash-flow budget, income statement budget.
- Coaching by Action10 and HR&S.
- Develop and disseminate yearly financial budgets and reports.
- Assess and report on in-kind contributions.
- Open and maintain a PP bank account in the TC where all programme related funds are kept. The bank account shall also facilitate transfers between the partner countries.
- Yearly auditing by an independent and professional auditor.

Transferring funds between banks

Bank transfers must always be accompanied by a paper document sent to the Programme partners proving the transfer has been made. This document must among other things include the bank account number of the receiving bank account. The bank transfer fee at the receiving bank in an LIC is often significantly higher than the bank transfer fee of a sending bank in Sweden, why the cost should be allocated to the receiving bank. Action10 will most often will pay the fee prior to sending.

Financial auditor

Each programme must assign an auditor and the name, position and CV be presented in the Programme journal DESIGN document. The auditor assigned for the programme must be external in the sense that the person cannot be biased and must therefore have no links with the organisation as well as cannot be a family member with the organisation's management, project leader, programme management accountant or cashier. The Auditor shall be professional if the turn-over of the organisation can carry such a cost or must have the documented training and experience necessary if the turn-over is smaller. The auditor reviews the receipts and supporting documents and in all senses confirms that the finance administration and accounting has been dealt with transparency and accountability and according to good standard procedures and in professional manners. When a professional auditor is not affordable a senior person with extensive and documented knowledge about finance administration and accounting can be appointed. The persons CV must then be attached to the annual financial report. Name position and CV of auditor is stated.

Infrastructure

Physical infrastructure

Compile the physical infrastructure available to support each task in the input map including; computers, internet, camera, projector, printers, office space, transportation means etc. Identify gaps.

Partnership

Cross cultural partnership awareness

Awareness raising sessions are offered by HR&S and Action10 on cross cultural partnership. The sessions include lectures, knowledge sharing among participants, presentation of examples, role-plays, discussions and team building exercises.

PP agreements

The tasks, responsibilities and benefits are shared equally between the PPs according to agreements. An agreement template can be found elsewhere. In the case of HR&S then properties are usually owned by the PPs equally, 50 % each. A legal document is developed and signed. Action10 and HR&S works according to the principle to start small with a new partner, to get the procedures in place and to then and scale up.

Work efficiency

Remove motivation killers	A good manager will find ways to carefully observe the work environment in search of problem areas that adversely affect employee motivation. Typical motivation killers include toxic people, abrasive personalities, lack of organizational vision, absence of opportunities for professional development, poor communication systems, autocratic management styles, and the feeling of lack of appreciation.
Motivate through Gamification	Motivation is a very important factor in ensuring productivity. Unmotivated employees get bored especially when they are dealing with monotonous routines. Likewise, employees who lack motivation may not have the enthusiasm to complete challenging tasks. One effective way of motivating employees is through the use of gamification techniques. Tasks like completing reports or contributing ideas for projects and policy changes can be gamified to make them more appealing, exciting, or interesting. Gamification involves the use of badges, rewards, leader boards or rankings, points, challenges, and other game elements to make repetitive and quantifiable tasks more engaging.
Set Clear Goals and Provide Feedback	Employees or personnel will be more motivated if they know what they are expected to achieve. Clearly stating goals or having a company vision provides guidance for everyone. Short-term goals, in particular, are effective in encouraging employees to properly manage their speed in doing tasks to meet targets. Additionally, it is important to provide feedback or show that employees are being supervised. Accomplishments should be acknowledged, while errors or failures in meeting targets should be promptly addressed. Good management practices can enhance and help maintain employee productivity.
Use Technology Responsibly	There are many technologies that significantly increase productivity in a workplace. To emphasize, using technology is not just about having computers and an Internet connection in the office. It's also important to study and utilize different hardware and software solutions that can improve employee productivity. Increased mobility can break down barriers to productivity. Mobile devices enable access to communication and collaboration tools, as well as work-related documents and information. It is important, however, to prevent overly thinning the line between personal and professional lives. Work-life balance should be respected.
Set Standards and Provide Skills Development	In every business, it is important to establish standards. Employees should be familiar with what the company expects from them. They need to know what they should be doing as well as their assigned roles. Without clear or explicit expectations, people tend to find excuses when they fail to achieve targets. Be clear at the outset: define what you expect of everyone, and how you expect

	<p>people to perform their assigned tasks and responsibilities Moreover, address the aspirational needs of employees by providing opportunities for developing skills or advancing professionally.</p>
<p>Communicate Effectively and Efficiently</p>	<p>Communication, without a doubt, is a crucial aspect of business operations. Without an effective system of communication in place, you will have difficulty in achieving goals and even in functioning properly. Communication here, by the way, is not just the simple use of devices, such as phones or verbal and written exchanges of information. It is about designing and using communication systems that are appropriate for the needs of a business or company. Effective and efficient communication means that employees should know the hierarchy and expertise within the company. They should know who to reach out to regarding their concerns. In terms of tools, take advantage of modern platforms and applications available.</p>

Appendix 8

Presentation of Programme Partners

Name	Title	E-mail address	Phone number	Since	Position/Capacity	Mail address	City	Country
Programme partners								
TCPP								
Human Rights and Science www.humanrightsandscience.se								
Cecilia ÖMAN	CEO	cecilia.oman@humanrightsandsceince.se	+46 707 148 150	2014	Founder and strategy developer			
Action10 www.Action10.org								
Cecilia ÖMAN	President	cecilia.oman@Action10.org	+46 707 148 150	2009	Founder and strategy developer			
Anders KINDING	Head of Finance	anders.kinding@Action10.org		2012				
Strategic partners								
SP1								
Target Partners								

Strategic partnership

Strategic partner inventory. Compile name and status, contact details, purpose with partnership and achievements.

Contact person	Organisation	Position/ Title	Country/ City	Action required	Due	Partnership established, date	Purpose for PP	Purpose for SP	Output	Outcome	Impact	Input	Agreement	Comment	Status	Email	Phone	Affiliation	Website
In TC																			
Authorities																			
Development																			
Legal aspects																			
Administration																			
Other																			
In Sweden																			
Authorities																			
Development																			
Legal aspects																			
Administration																			
Other																			
Internationally																			
Authorities																			
Development																			
Legal aspects																			
Administration																			
Other																			

Status: P = potential partner, A = has been approached, C = has agreed to collaborate, MoU = an MoU has been signed.

