Program Partner logo

Real-time Outcome Planning and Evaluation (ROPE)

Name of program

Program journal DESIGN
Template with guidelines

Photo Action10, 2011

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Program identification

- *Program name:*
- *Program partners:*
- *Program country:*
- *Program period:*

- *Strategy:* Ten Actions Strategy
- *Agreements:* See Appendices
- *Related Program journal documents:*

Notes

This document be downloaded as PDF from www.action10.org and www.RandS.se
A word document, where the tables can be filled in, can be sent by e-mail, please just contact us at www. RandS.se. If the user is person or an institution from a higher income country then RandS may charge a small fee. RandS may also ask for voluntary contributions for the continuous development of the method. RandS offers in addition training on the use of ROPE and the Ten Actions (Tact).

Program Summary

Text

Table of Contents

1. Background

The background presents the first ideas of the PPs and how an initiative and partnership seems justified. The key with this strategy is that the PP's idea is just a platform for taking contact with a potential Target partner. As soon as the contact is established, the PPs' ideas are of lower priority and are replaced by the TPs ideas and dreams.

It may also be so that the PPs are approached by TPs with a request to develop a partnership. Then the PPs will assess the TPs ideas to analyse if the PPs have capacity to contribute in a meaningful way to the proposed program,.

The situation before starting the program

Date
Please write a text about the situation in general and why it seems justified establishing a program and a partnership around a program.

Already implemented

Date
What is already implemented and by whom?
What is already locally implemented that can be strengthened?

Program ideas

Date
Are the program ideas proposed by the PPs or the TPs?
How does the program intend to address the needs?

Justification in relation to the National Development Plan

Justify the program and present how it supports the Government with implementing the National Development Plan (NDP). Please also identify the relevant NDP documents.

2. Program Design

The program design is to be developed by the PPs and the TPs together. The process is highly iterative, thus the sections in the Program Journal are continuously being revised as other sections are developing.

Please note that all sections in the Program Design chapter but the Strategy map are dictated by the Target partners only. Please note also that all the design parameters are closely related to each other.

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.

Logistics of meetings with the Target partners to compile Dreams and Outcome challenges

The Table presents the logistics of the meetings with the Target partners and how the surveys were conceptualised to capture their dreams and outcome challenges.

When face to face meetings between Action10/RandS, 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						

The dreams of the Target partners - Vision

Please present the dreams of the Target Partners. This is similar to the Vision of the program.

The Target partners proposed solutions to reach the dream - Mission

What needs to be done in general to address the dreams of the Target Partner so as to make it happen. What are the goals of the Target partners? This is similar to the Mission of the program.

To address the dreams of the Target partners the mission of the program includes increasing the Target partner’s knowledge on financial administration and accounting of international standard as well as on social entrepreneurship.

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 influence[1]. Most activities will involve multiple outcomes because they have multiple Target partners[2].

Often, but not always should the Target partners be a well defined group of individuals. For example if the TPs are children who do not attend school, then each child has to be identified and offered to attend the program. Those who accept will together constitute the group of TPs involved with the program [3].

The Target partners have to also identify how the program will have a sustainable economy after a possible initial investment.

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:

TP 3: Name
Presentation of the group in general.
Identified individuals when appropriate:

Program Partners

The Program Partners (PP) are identified as those managing the program.
The Program partners are well defined individuals or institutions, that will have certain skills and competences making suitably to manage the program.

The program partners are:

PP 1: Name
Presentation of the institutions:
Presentation of skills and capacities:
Present the PPs role in the program and responsibilities:
Present the PPs benefits from managing the program:
Identified individuals when appropriate:

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[1] Target partners are for example beneficiaries of National Development Programs, social entrepreneurs who joins the Action10 Franchising program, customer willing to pay for products or services offered by Action10 and program partners or beneficiaries of the Action10 research into use programs.
[2] http://www.odi.org.uk/rapid/tools/toolkits/Communication/Outcome_mapping.html
[3] Often the number of 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 support of the program, leaves. Those who leave are offered to remain in the programs as mentors.

PP 2: Name
Presentation of the institutions:
Presentation of skills and capacities:
Present the PPs role in the program and responsibilities:
Present the PPs benefits from managing the program:
Identified individuals when appropriate:

PP 3: Name
Presentation of the institutions:
Presentation of skills and capacities:
Present the PPs role in the program and responsibilities:
Present the PPs benefits from managing the program:
Identified individuals when appropriate:

Strategic Partners

The Strategic Partners (SP) are identified as those individuals, groups, and organisations with whom the programme interacts indirectly and with whom the programme does NOT anticipates opportunities for influence.

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:

SP 3: Name
Presentation of the group in general.
Identified individuals when appropriate:

What hinders the Target partners from reaching their dreams - Outcome challenges

Here we identify 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 dreams. We call the compilation of challenges "Outcome challenges".

The outcome challenges are developed per Target Partner and by the PP and the TP together.
Please write a full story, presented as the positive future as if all challenges had been addressed. Include ALL challenges at any level, financial, educational, operational, cultural, religious, time-wise, related to health, strength, hope, faith...... Feel free and talk from your heart. A long story is better than a short. (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.....)

Target Partner	Outcome challenges
TP1	xxx
TP2	xxx
TP3	xxx

Measuring progress - Progress markers

The Progress markers reflect directly the Outcome challenges and are indicators created to measure progress. The progress markers address outcomes rather than outputs. Outputs are activities we have control over and are compiled in the Strategy map, 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. They are developed per Target Partners and by the PPs and the TPs together. (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 (for example; Progress marker TP1.1; TP2.3).

Target Partner	Progress markers Level 1 Most easy / fastest to achieve [4]	Level 2	Level 3
TP1			
Activity 1			
	1. xxx	1. xxx	1. xxx
	2.	2.	2.
Activity 2			
	3.	3.	3.
	4.	4.	4.
TP2			
Activity 1			
	1. xxx	1. xxx	1. xxx
	2.	2.	2.
Activity 2			
	3.	3.	3.
	4.	4.	4.

[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 program, level 2 are long-term responses that one would expect after some time, and level 3 are responses that one might expect after some years.
- 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).

Compiling Outcome challenges into a strategy - Strategy map

The Strategy map is developed as a result of the previous Program design parameters, especially addressing each of the Outcome challenges. The strategy map compiles outputs, which are the expected result of the activities that the partners take on resulting from the Progress markers. It strategizes these expected outputs and is a creative tool. The Strategy map is a way to have a better overview than what a simple activity plan compilation. At the start-up of a new program an activity plan 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 program, identifying the venue, managing the travelling, and running the program. The outputs are compiled in the Strategy map whereas the activities are compiled in the Activity plan.

Target Partners	Casual / Direct*	TP No	Persuasive / Indirect*	TP No	Supportive / Fostering an enabling environment*	TP No
Aimed at the Target Partner						
Output 1						
	1.		1.		1.	
	2.		2.		2.	
Output 2						
	3.		3.		3.	
	4.		4.		4.	
Aimed at the Target Partner´s Environment						
Output 3						
	1.		1. .		1.	
	2.		2.		2.	
Output 4						
	3.		3.		3.	
	4.		4.		4.	

* Causal actions are directly related to the desired outcome and have a single purpose, persuasive actions are indirectly related to the desired outcome or attempts to produce the desired outcome indirectly, and supportive actions relate to providing and fostering an environment that enables or encourages the desired outcome with very little direct bearing on it.

3. Sustainable Economy

Introduction

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 Program has knowledge about the dreams 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/RandS business model is a non-profit social business directly or indirectly addressing extreme poverty eradication. It shall also be clarified that the reason is not primarily to start a business or in any way benefit from those who are poor, the purpose is only to generate a sustainable economy in the development programs, so as to ensure sustainability and impact.

The business idea

Word the draft business idea in general.

The different sections of the business model

The different sections of the business model as proposed here are[5]:

1. Written pitch
2. Financial Vision
3. Summary of the Business Model, the Canvas
4. Business Model details
5. The team
6. Risk analysis
7. Implementation plan
8. Cash flow budget
9. Income statement budget

[5] The method to develop the business model is a modified version of the Swedish “Venture Cup” approach www.venturecup.se

1. Written pitch

Please describe the business idea by creating a written pitch so that people reading the entry quickly can get an overview of what the business idea is. A pitch is a short presentation of a product, service or organization with the aim of persuading the recipient of something and to get them to act. It is an opportunity to presenting the core of the business idea and the company in an interesting, compelling and encouraging way. The pitch can be an oral presentation, text or a video.

The pitch is often used to quickly inform potential customers, partners, investors or team members about a company or offer. The pitch is also useful for taking the pulse of what the market and customers like about the business idea and also to pay attention to potential substitutes and competitors. All this so that we can adapt and iterate the value proposition and create value for our customers and become successful.

2. Vision

- What is the company's vision? Why are we doing this?
- Where do we see our 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 Model

Business Model Canvas (BMC) is a model and a tool that is used to create an overview of our business model. 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 Model details

The business model consists of nine different areas[6].

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

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[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 strategy Map in this journal.

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 model, 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?
- Explaine 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 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 described 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 your 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 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 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 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 your biggest costs, or will be our biggest costs, when our company is finally up and running?
  Please rank the expected costs in order of size.
  Please include also our marketing costs.
- Will the 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 is 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 model that could jeopardize the success of our company inclusing technical, economical, market, personnel, environmental barriers and other constraits.

- Present how we will manage these risks and minimize their impact?
  If possible, we use scenarios to describe our plans.

7. Implementation plan

Create an implementation plan with activities and milestones. A template is available; please find the template in the appendices.

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

A template is available; please find the template in the appendices.

8. Cash flow budget

Describe our budget and explain the numbers and the assumptions we have based our calculations on.

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

9. Income statement budget

Describe our budget and explain the numbers and the assumptions we have based our calculations on.

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

Finance Markers

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 model sections and are scored from one to five during the evaluation.

No	Business model section / Comment / Finance markers
	Describe how the business model addresses the below:
1	**Written pitch**
	- Question **Finance markers** **1.** **2.**
2	**Financial vision**
	- Question **Finance markers** **1.** **2.**
3	**Summary of the Business Model, the Canvas**
	- **Finance markers** **1.** **2.**
4	**Business Model details**
	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* **Finance markers** **1.** **2.**
5	**The team**
	- Question **Finance markers** **1.** **2.**
6	**Risk analysis**
	-Question **Finance markers** **1.** **2.**
7	**Implementation plan**
	- Question **Finance markers** **1.** **2.**
8	**Cash flow budget**
	-Question **Finance markers** **1.** **2.**

No	Business model section / Comment / Finance markers
9	**Income statement budget**
	-Question **Finance markers** **1.** **2.**

4. Institutional capacity

Please comment on how each of the Ten Actions is incorporated into the program in general. This section includes a light version of the Ten Actions so please just include the most obvious aspects. A separate document can be used to captures the details, when appropriate.

Action Markers

The Actions Markers reflect directly the Ten Actions. The markers address outcomes rather than outputs. The Actions 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 the Ten Actions and follow the discussion on each Action. The Action markers are scored from one to five during the evaluation.

No	Ten Action / Comment / Action marker
	Describe how the program addresses the below:
1	**Needs driven program**
	- was initiated and designed by the TPs and how the TPs have full ownership. *- addresses the NDP.* *- addresses the UN agreements on human rights.* **Action markers** **1.** **2.**
2	**Equal partnership**
	- shares equally responsibilities, benefits, work load and finances. *- values equally expertise and experiences.* *- appoints the partner best suited to address each activity* **Action markers** **1.** **2.**
3	**Real-time Evaluation planning**
	- collects monitoring data and monitors real-time. *- evaluates real-time.* *- re-designs from lessons learnt real-time and implements the changes in actual practice.* *- produces reports real-time.* **Action markers** **1.** **2.**
4	**Strategic partnership**
	- has developed a strategy for SPs *- has identified relevant SPs* *- stays in contact with and keeps the SPs updated about program development* *- invites Ministries to collaborate* *- invites other relevant SPs to collaborate* *- negotiates lower costs with relevant SPs* **Action markers** **1.** **2.**
5	**Institutional capacity**
	- addresses vision, mission and strategy *- has organizational skills* *- has a organizational structure* *- addresses its Institutional culture* *- arranges Institutional capacity assessment with board staff and volunteers*

No	Ten Action / Comment / Action marker
	Action markers **1.** **2.**
6	**Sustainable economy**
	-avoids being donor driven or dependent on grants *-ensures appropriate finance administration and accounting* *-incorporates social enterprising* *- finds opportunities to be financed through the NDP* **Action markers** **1.** **2.**
7	**Quality values**
	- keeps quality values high in all activities *-addresses truth, trust, harmony and equity* *- ensured that stakeholder's motives are international development results and nothing else* **Action markers** **1.** **2.**
8	**Resilience**
	-ensures that despite challenges that may occur, the stakeholders find solutions, stick to the goal of the program and remain resilient, until the expected impact is achieved. **Action markers** **1.** **2.**
9	**Knowledge sharing**
	-develops and implement a strategy for collective knowledge sharing as knowledge sharing and that the collective knowledge is far beyond in quality than single persons or few people's capacities *- has access to Internet and knowledge about social media* **Action markers** **1.** **2.**
10	**Visibility**
	-shares quality information and with quality means **Action markers** **1.** **2.**

Details related to the Ten Actions

Institutional capacity

Registration of business or organisation
Text

Open bank account
Text

Financial auditor
Each program must assign an auditor and the name, position and CV be presented in the Program journal DESIGN document. The auditor assigned for the program 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, program 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 goes through receipts and supporting document and in all senses confirms that the finance administration and accounting has been dealt with according to good standard procedures and 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.

Finance administration and accounting
Manage finance administration and accounting (FAA) according to international standard. Generate annual financial report including auditing report.

Transferring funds to LICs
Bank transfers to LICs must always be accompanied by a paper document sent to the Program 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 Action10/RandS most often will pay the fee prior to sending.

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

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

Annual program reports
Generate annual report no later than March the following year, presenting the management, the analyses, the program and the finances.

Sustainable economy

Customers and investors

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

Equal partnership

Sharing of tasks, responsibilities and benefits between PPs

In the case of RandS then properties are owned by the PPs equally, 50 % each. A legal document is developed and signed.

5. Activity plan

Transferring the overarching strategy into specific activities - Activity plan

The activity plan compiles the activities that will result in the outputs compiled in the Strategy map, the sustainable economy and institutional capacity sections. The Activity plan 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 Program has more than one Program journal, the activity plan can encompass all Program journals for better overview.*

Revision date: *Month, Year.*

By: *Name.*

Activity	Due	Organisation in charge	Person in charge	Inputs required*	Status	Output/Comments
Program journal DESIGN						Start-up phase, with PPs, TPs, and SPs
TP meetings						
SP meetings						
Collect and share on-site information						
Analysis of data and development of the PJ DESIGN document						
Fundraise, seed money						
Sharing about program among potential donors						
Be active on Action10/RandS Facebook						
Fundraise, investment capital						
Appointment of staff and volunteers						
Keeping PJ updated						
Collection of monitoring data						
IT						
Field staff in TC						
Strategic partnership						
Coordinate with authorities						
Procurement						
Constructions						
Products provided						
Computers						
Access to Internet						

Activity	Due	Organisation in charge	Person in charge	Inputs required*	Status	Output/Comments
Services provided between PPs						
Training on business management						
Training on finance administration and accounting						
Support with developing PP website						
Funds provided						
Seed -money						
Investment capital						
In-kind provided						
Work hours						
Work hours						
Travel and accommodation for PP meetings						
Local transportation						
In-kind / work hours						
In-kind / work hours						
Operations						
Service and maintenance of physical infrastructure						
Institutional procedures						
Annual report production						
Auditing						
Workshops with TPs						
Workshops on business management						

Activity	Due	Organisation in charge	Person in charge	Inputs required*	Status	Output/Comments
Workshops on finance administration and accounting						
Awareness raising						
Visibility						
Posts on Action10/RandS website						
Posts on Action10/RandS Facebook						
Posts on PP's website						
Support to TCPP staff						
Collecting MONITORING DATA						
Evaluation planning meetings						
Program journal DESIGN and EVALUATION updates						
Keep PJ updated as monitoring data is collected and shared						
Other activities						
Conclusion of program						

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

Appendices

Appendix 1
About this Journal

The Program journal template has been developed by Assoc. Prof. Cecilia ÖMAN. She is grateful for the support provided by friends, colleagues and partners all over the world. The tool was developed with the purpose to support the strengthening of development programs around the world and with the ultimate aim to eradicate extreme poverty. Any stakeholder who can benefit from using the template is welcome to do so. The work has been done on a voluntarily basis. Any financial contribution that the stakeholders may find appropriate to support the development of the Journal template and future revisions can be donated to RandS through www.humanrightsandscience.se

Appendix 2
Acknowledgement

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 (OM) tool. The SEDDS is benefitting from the OM innovations; Outcome challenges, Progress markers and Strategy map. Action10/RandS is grateful to the developers of OM for their significant contributions to the field of monitoring and evaluation.

Transparency International is acknowledged for all the good documents they share at their website7. 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.

[7] http://www.transparency.org

Appendix 3
Acronyms and descriptions

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

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
FAA	Finance Administration and Accounting
HIC	High Income Country
ICAS	Institutional Capacity Assessment Scheme
IMF	International Monetary Fund
IPP	International Program Partner
LIC	Low Income Country
MDG	Millennium Development Goal
MEP	Monitoring and Evaluation Planning
MIC	Middle Income Country
M o U	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
PJ	Program Journal
PP	Program Partner
MEP	Planning, Monitoring and Evaluation
PRSP	Poverty Reduction Strategy Papers
SACCO	Saving and credit cooperatives
SEEDS	Sustainable, Effective and Efficient Development Strategy
SP	Strategic Partner
TC	Target Country
TCPP	Target Country program Partner
TP	Target Partner

Appendix 4
Presentation of Program Partners

Action10

Action10 is a Swedish non-profit, non-religious and non-political membership organisation operating on a voluntarily basis and with charity funding. Action10 was registered in 2009 and is situated in Stockholm Sweden. Action10 argues that extreme poverty can be eradicated, and within a limited period of time.

Vision and mission

The vision of Action10 is a world without extreme poverty. The mission is to work in equal partnership with extremely poor communities and with development institutions and authorities in lower income countries to ensure needs driven programs and a sustainable impact. The mission is further to offer the best platform in the world to those who want to support others in need, by ensuring that their investment is managed in an efficient, an effective and a sustainable manner.

Ten Action (Tact)

The Ten Actions results from an assessments and lessons learnt from previous aid and development programs. Tact has been implemented by Action10 in actual practice since 2009 with successful results.

The Ten Actions are :
1. Needs driven program, 2. Equal partnership, 3. Real time monitoring and evaluation planning,
4. Strategic partnership, 5. Institutional capacity, 6. Sustainable economy,
7. Quality values, 8. Resilience, 9. Knowledge sharing, and 10. Visibility.

Governance

Action10 is governed by an annual General Assembly and a working Board of Trustees. The organisation operates through five workgroups; Evaluation planning, Institutional Capacity, Knowledge sharing, Sustainable economy, and Quality values. The five workgroups ensures that the Ten actions are implemented fully in all projects.

RIGHTS&
SCIENCE

Human Rights & Science

Human Rights & Science (RandS) is a Swedish non-profit, non-religious and non-political social enterprise, situated in Stockholm Sweden. RandS is a sister organization to Action10 with the same vision and mission, only the financial structure is different. Whereas Action10 it governed on a volunteer basis with 3 % administration costs, RandS is a professional organization with paid staff and a program financed through income.

The Human Rights & Science (RandS) has the vision that everyone in all countries, women, men and children equally, are benefitting from all aspects of the internationally agreed human rights. The vision is further that high quality research is performed in all countries, lower income and higher income countries equally, and that scientific issues concerning all people and all regions are equally addressed. Researchers in all countries, women and men equally, have sufficient opportunities and resources to do research. Potential scientific results beneficiaries are informed about the results and the appropriate findings are implemented.

The mission is to provide opportunities for all, to balance of the world's resources, share knowledge worldwide and to eradicate extreme poverty. The mission is achieved through scientific capacity strengthening, social enterprising, community services and integration. The mission of RandS is thus to offer an equal partnership relation with country stake-holders to, through mutual knowledge-sharing, offer products and services from abroad that may facilitate the process. The mission is further to provide opportunities for all, to balance of the world's resources, share knowledge worldwide and to eradicate extreme poverty. The mission is achieved through scientific capacity strengthening, social enterprising, community services and integration. RandS operates closely with its sister organisation Action10.

Programs

RandS operates through three programs.

1. **Scientific capacity and implementation of results** (Öman, 2016 a).
2. **Social enterprising and community services** (Öman, 2016 b).
3. **Integration** (Öman and Robert, 2015).

The three programs are interconnected and are managed through a unique strategy that builds on Innovation centers (Öman, 2016 b), the Ten Actions (Tact) (Öman, 2009 a), and Real-time Outcome Planning and Evaluation (ROPE) (Öman 2009 b, c).

The other Program Partners

Please add a presentation of each Program Partner.

Partner contact details

Name	Title	E-mail address	Phone number	Since	Position/Capacity	Mail address	City	Country
Program partners								
TCPP								
Human Rights & Science www.RandS.se								
Cecilia ÖMAN	Executive Director	cecilia.oman@gmail.org	+46 707 148 150	2014	Founder			
Chrsitian MILZ	Head of Fundraising and marketing	christian.milz@rands.se						
Action10 www.Action10.org								
Cecilia ÖMAN	President	cecilia.oman@action10.org	+46 707 148 150	2009	Founder			
Mikaela ÅKESSON	Vice President	mikaela.akesson@action10.org		2013				
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	Organisa tion	Position/ Title	Country/ City	Action required	Due	Partnership established, date	Purpose for PP	Purpose for SP	Output	Outcome	Impact	Input	Agree ment	Comm ent	Stat us	Email	Phone	Affili ation	Web site
In TC																			
Authorities																			
Development organisations																			
Legal aspects																			
Administration																			
Other																			
In Sweden																			
Authorities																			
Development organisations																			
Legal aspects																			
Administration																			
Other																			
Internationally																			
Authorities																			
Development organisations																			
Legal aspects																			

Administration
Other

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

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