Program Partner logo

Real-time Outcome Planning and Evaluation (ROPE)
Name of program

Program journal DESIGN, Template with guidelines

Photo Action10, 2011

By Assoc. Prof. Cecilia ÖMAN (2009), Human Rights and Science (RandS), www.rands.se.

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Program identification

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

- *Strategy:* Tact and ROPE
- *Agreements:* See Appendices
- *Related Program journal documents:*

Notes

This document can 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).

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 tool. The ROPE is benefitting from a modified version of the Outcome mapping concept the “Outcome challenges”, the “Progress markers” and the “Strategy map”. Action10 and RandS 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 website[1]. 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.

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. The partners

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 them suitable to manage the program.

The program partners are:

PP 1: Name
Presentation of the institution:
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 2: Name
Presentation of the institution:
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:

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[2]. Most activities will involve multiple outcomes because they have multiple Target Partners[3].

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 program. Those who accept will together constitute the group of TPs involved with the program. 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 support of the program, 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.

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[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

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 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:

3. 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 Output mapping 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 Vision, Mission 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 / ambitions , thus the vision of the program, the proposed way to reach the vision, thus the mission, 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.						
3.						

Between Partners to design the program

The Table presents the logistics of the meetings between partners to design the program. Usually it is the responsibility of Action10 / RandS to be in charge of the program 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 PP	From TP		
1.						
2.						

The dreams / ambitions of the Target Partners
The vision of the program

Please present the dreams and / or ambitions of the Target Partners. This is similar to the Vision of the program.

The Target Partners proposed solutions to reach the dream
The mission

What needs to be done in general to address the dreams / ambitions 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 / ambitions of the Target Partners the mission of the program may include increasing the Target partner's knowledge on financial administration and accounting of international standard as well as on social entrepreneurship.

What hinders the Target Partners from reaching their dreams / ambitions
The 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
The 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 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. 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).

Structuring Outputs into a strategy - Output mapping

The Output mapping is developed as a result of the previous Program design parameters, especially addressing each of the Outcome challenges. The Output mapping 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 Output mapping 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 Output mapping 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 1						
	1.		1.		1.	
	2.		2.		2.	
Output 2						
	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.

4. 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 Program has knowledge about the dreams / 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 RandS 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 RandS 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 Program (Ten Actions No 1). If the program is actually needs driven then the Target partner will be willing to pay for products and services delivered, thus the program 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 RandS concept does not only ensure the long term impact of a program 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 Program partner account in the Target country and be reinvested in other joint programs. The 10 % interest shall be used by the TC Program partner for in-direct program 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 program costs such as infrastructure, travel or administration, and that 93% of the transferred funds must always be used for direct program 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 program costs, thus directly influencing the TPs.

In the collaboration with RandS 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.

Business plan development workshop

All entities that will enter a business program with Action10 or Human Rights and Science shall participate in a workshop where the shared financial roles, responsibilities and benefits are discussed and agreed on. The Table presents the logistics of the workshop and follow-up meetings between partners to design the business plan and the sustainable economy program. Usually it is the responsibility of Action10 / RandS to be in charge of the program journal. The workshop also addresses Institutional capacities and responsibilities.

Event No	Type of event	Dates	Participants		Purpose with the event	Output
			From PP	From TP		
1.						
2.						

Business idea

A general overview of the business idea is presented.
Please consider the following:

- What is our vision? Why are we doing this? What is our proposed solution to the identified challenges?
- What are our products and services? Compile and describe.
- Is our product is fully developed? If not, how much time and capital would be required to create a salable product / service?
- Who are our first customers, who are our long-term customers? How many are they and how do we reach them?
- How much money do we estimate that our customers can spend on our product / service? How big is our potential market?
- Where and how will we sell our product / service?
- How do we generate revenue? Where will we get the money from?
- Which are our biggest costs? Will we need capital in the first year and how do we plan to finance this?
- Who are in our team, what are their roles and what relevant experiences do they have?
- What are the risks?

Please also create an implementation plan with activities and milestones. Describe the cash flow budget as well as the income statement budget and explain the numbers and the assumptions we have based our calculations on.

Business model

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

Please draft the business model in short. The different sections of the business model as proposed here are as presented below[5]. 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 model sections and are scored from one to five during the evaluation.

Activity	Text	Finance marker	Comment
1. Written pitch		1.	
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			
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.

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

5. Institutional capacity

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

ROPE outlines institutional capacity at two layers. One concerns the immediate partnership and one concerns institutional capacity in general.

Logistics of trainings

Program and Target Partner workshop on Cross-cultural partnership (CCP)

The Table presents the logistics of workshops with Program and Target Partners on cross cultural relations.

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	Participants		Type of survey	Output
			From PP	From TP		
1.						
2.						
3.						

Immediate partnership IC

The “immediate partnership institutional capacity” relates to activities directly related to this program.

Cross cultural partnership

Training will be offered on cross cultural partnership. The training will include lectures, knowledge sharing among participants, presentation of examples, role plays discussions and team building exercises.

Finance administration and accounting (FAA)

Manage finance administration and accounting (FAA) according to international standards. The activity includes the below outputs.

- Training in FAA.
- Open and maintain a PP bank account in the TC where all program related funds are kept. The bank account shall also facilitate transfers between the partner countries.
- Develop and disseminate yearly financial budgets and reports.
- Assess and report on in-kind contributions.

Transferring funds between banks

Bank transfers 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 and RandS most often will pay the fee prior to sending.

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, project leader, 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 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.

Annual program reports

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

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.

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 program never become donor driven or donor dependent.

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 RandS then properties are usually owned by the PPs equally, 50 % each. A legal document is developed and signed. Action10 and RandS works according to the principle to start small with a new partner, to get the procedures in place and to then and scale up.

In general IC

A general overview of the institutional capacity is presented.

Please comment on different aspects of institutional capacity relevant for the program, per program partner. Each organisation is encouraged to make their own annual Institutional capacity assessment and the results can be shared between institutions for knowledge sharing. All staff shall be involved in the process for ownership development. Possible aspects are compiled below and more details can be found in the appendices. The compilation is inspired by McKinsey (2001), which proposes seven layers. Please further define indicators for each aspect.

1. Aspirations
2. Strategy
3. Organizational skills
4. Human resources
5. Systems and infrastructure
6. Organizational structure
7. Culture

The different sections of the institutional capacity with indicators

Please present short each of the eight layers. The different sections of presentation as proposed here are as presented below. More details can be found in the appendices. The Institutional Markers reflect status of the institutional capacity situation. The Institutional 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 eight layers and are scored from one to five during the evaluation.

Activity	Text	Institutional marker	Comment
1. Aspirations			
Vision			
Mission			
2. Strategy			
Program design and evaluation			
Business plan			
3. Organizational skills			
Program revisions			
Fundraising			
Networking			
4. Human resources			
Staffing levels			
Board capacity			
Senior management team			
5. Systems and infrastructure			
Planning			
Decision making			
Internal communication			
6. Organizational structure			
Organisation design			
7. Culture			
Beliefs and values			

6. 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 Output mapping, 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	Institution 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		PP				
Analysis of data and development of the PJ DESIGN document		Action10/RandS				
Fundraise, seed money						
Sharing about program among potential donors		Action10/RandS				
Be active on Action10 and RandS Facebook		PP				
Fundraise, investment capital						
Appointment of staff and volunteers						
Keeping PJ updated		Action10/RandS				
Collection of monitoring data		PP				
IT						
Field staff in TC						
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						

Activity	Due	Institution in charge	Person in charge	Inputs required*	Status	Output/Comments
Products provided						
Computers						
Access to Internet						
Services provided between PPs						Trainings etc
Training on business management		Action10/RandS and PP				
Training on finance administration and accounting		Action10/RandS				
Support with developing PP website		Action10/RandS				In case not already developed
Funds provided						
Seed -money		PP				
		Action10/RandS				
Investment capital		Action10/RandS				
In-kind provided						
Work hours		PP				
Work hours		Action10/RandS				
Travel and accommodation for PP meetings		Action10/RandS				
Local transportation		PP				
In-kind / work hours		PP				
In-kind / work hours		Action10/RandS				
Operations						
Service and maintenance of physical infrastructure						
Institutional procedures						
Annual report production		Action10/RandS				
		PP				

Activity	Due	Institution in charge	Person in charge	Inputs required*	Status	Output/Comments
Auditing		Action10/RandS				
		PP				
Workshops with TPs						
Workshops on business management		PP				
Workshops on finance administration and accounting		PP				
Awareness raising						On human and children's rights
Visibility						Social media and scientific journals
Posts on Action10 and RandS website		Action10/RandS				
Posts on Action10 and RandS Facebook		Action10/RandS				
		PP				
Posts on PP's website						
Support to TCPP staff						Salaries, medical, homes, office infrastructure
		Action10/RandS				
Collecting MONITORING DATA						With PPs, TPs, and SPs
		PP				
Evaluation planning meetings						With PPs, TPs, and SPs
	Annually	PP, Action10/RandS		Meeting in TC		
Program journal DESIGN and EVALUATION updates						With PPs, TPs, and SPs
Keep PJ updated as monitoring data is collected and shared		Action10/RandS				
Other activities						
Conclusion of program						

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

7. The Ten Actions (Tact)

When the program has been implemented for a period of time and has become "mature", the capacity of the program to ensure each of the Ten Actions is measured as Action markers. 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	**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.**
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.**
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.**
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* **Action markers** **1.**
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**

No	Ten Action / Comment / Action marker
	1.
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.**
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.**
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.**
10	**Visibility**
	-shares quality information and with quality means **Action markers** **1.**

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 social enterprising and development programs around the world. Trainings and seminars on the tool can be requested for through the RandS website.

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 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 RandS are grateful to the developers of Outcome mapping for their significant contributions to the field of monitoring and evaluation.

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

Appendix 3
Business plan guidelines

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 organisation/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 organisation/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 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 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[7].

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

[7] 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.

4.1 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?
- 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 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 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, thenwe 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 4
Institutional capacity

McKinsey (2001) proposes seven layers to describe the institutional capacity. McKinsey excluded the financial aspect, why, for Action10 and RandS the previous section on sustainable economy shall be added to the seven layers to fully describe institutional capacity.

1. Aspirations
2. Strategy
3. Organizational skills
4. Human resources
5. Systems and infrastructure
6. Organizational structure
7. Culture

1. Aspirations

- Vision
- Mission

2. Strategy

- Program
  - Identify program topics
- Staff capacity / volunteers
  - Outcome challenges for staff and volunteers
  - Progress markers
  - Output map
- Business plan
  - Identify the customers and their needs
  - Marketing
  - Income / expenses

3. Organizational skills

- Performance management
  - Performance measurement
  - Performance analysis and program adjustments
- Planning
  - Monitoring of landscape
  - Strategic planning
  - Financial planning/budgeting
  - Operational planning
  - Human resources planning
- Fund-raising and revenue generation
  - Fund-raising
  - Revenue generation
- External relationship building and management
  - Partnership and alliances development and nurturing
  - Local community presence and involvement
- Other organizational skills
  - Public relations and marketing
  - Influencing of policy-making
  - Management of legal and liability matters
  - Organizational processes use and development

4. Human resources

- Staffing levels
- Board – composition and commitment
- Board – involvement and support
- CEO/executive director and/or senior management team
    - Passion and vision
    - Impact orientation
    - People and organizational leadership/effectiveness
    - Personal and interpersonal effectiveness
    - Analytical and strategic thinking
    - Financial judgment
    - Experience and standing
- Management team and staff – dependence on CEO/executive director
- Senior management team (if not previously covered)
- Staff
- Volunteers

5. Systems and infrastructure

- Systems
    - Planning systems
    - Decision making framework
    - Financial operations management
    - Human resources management – management recruiting, development, and retention
    - Human resources management – general staff recruiting, development, and retention
    - Human resources management – incentives
    - Knowledge management
    - Internal communication
- Infrastructure
    - Physical infrastructure – buildings and office space
    - Technological infrastructure – telephone/fax
    - Technological infrastructure – computers, applications, network, and e-mail
    - Technological infrastructure – Web site
    - Technological infrastructure – databases and management reporting systems

6. Organizational structure

- Board governance
- Organizational design
- Interfunctional coordination
- Individual job design

7. Culture

- Performance as shared value
- Other shared beliefs and values, such as the Ten Actions
- Shared references and practices

Appendix 5
The Ten Actions (Tact)

The Ten Actions was developed by Assoc. Professor Cecilia ÖMAN in 2009. The strategy has been implemented in actual practice since 2009 and based on the lessons learnt the strategy is continuously being revised and improved. The strategy is managed by Human Rights and Science (RandS) www.RandS.se and is also implemented by Action10 www.Action10.org[8]. More information on Tact can be requested for through the RandS website and a financial contribution is appreciated. Trainings and seminars on the tool can also be requested for through the RandS website.

The Ten Actions are:

1. **Needs driven program**
2. **Equal partnership**
3. **Real-time Evaluation planning**
4. **Strategic partnership**
5. **Institutional capacity**
6. **Sustainable economy**
7. **Quality values**
8. **Resilience**
9. **Knowledge sharing**
10. **Visibility**

1. Needs driven program

Needs driven program is here defined as a set of activities identified, designed and managed by the Target Partners.

The Action10 and RandS strategy builds on the Dreams / Ambitions of the people living under extremely poor conditions. Together with our program partners we capture the passion, ambitions and capacity of the people living under extremely poor conditions, and give these people, our Target Partners a tool to change their lives. We work together in equal partnership, in truth, trust, equity and harmony, with a sustainable economy and in resilience. Our program grows with the Dreams / Ambitions of our partners and every year new important components are added to our activity plan. The success of our program would not be possible without the skills and capacity of our program partners, who we admire.

To capture the Dreams / Ambitions significant time and effort is required for face-to-face meetings and surveys in the start-up of new programs, thus in the Design phase of a program. Equally important is to keep the face-to-face meetings and surveys for real-time evaluation throughout the implementation of the program.

[8] The two organisations have the same mandate, parallel programs but different financial systems. Action10 is a volunteer organisation with charity funding, whereas Human Rights and Science is a social enterprise.

2. Equal partnership

Equal partnership is here defined as a fully equal relation between all Program partners. Program partners share all responsibilities and benefits equally including design, implementation, evaluation, reporting and benefits equally. The partnership is also equal with the Target Partners.

No method has yet been developed that measures if the partnership is equal. Action10 and RandS is guided by the comments from the partners. A strength with the Ten Actions is bringing capacities and knowledge together in a structured and strategic manner. Only our Program Partners would know how to address the issues in the different countries, and only the Target Partners would know how to address the issues in a specific village or settlement. Thus, one partner is strong where the others are weak and vice versa.

3. Real time evaluation planning

Real time evaluation planning is here defined as capturing lessons learnt as soon as they have been generated and immediately adopt and thus improve the program design. In order to address the evaluation planning in the Ten Actions a tool has been developed called the Program Journal (PJ). The Program journal is crucial for all Action10 and RandS programs as it also ensures that the Ten Actions are fully addressed.

In the partnership Action10 and RandS is responsible for keeping the Program journals updated. A program journal is a master document describing the important aspects of a development program or a social enterprise. It contains program evaluation planning, institutional capacity assessment and sustainable economy assessment. It thus captures the history and the future plans. There is only one version Master document and it is a living document, thus the different partners continuously work on it. This document represents the evaluation planning DESIGN. The design phase of the Program Journal addresses vision, mission, Target Partners, outcome challenges, progress markers, Output mapping, sustainable economy and institutional capacity. The monitoring phase of the Journal must be real time. The information to be gathered for the monitoring is deliberately limited in order to keep the effort manageable and sustainable. At the same time, to keep the monitoring and evaluation real-time the collection and analysis of data must be done annually of more often. The Journals are always developed by all PP and all TP together. Face-to-face meetings should preferably take place once a year or more often. In addition, an external evaluation is done if required. The Journals are ambitious. This is necessary as our mandate is ambitious. Please note that the purpose with the Journal is not to have it filled in, but to support us in our work, to guide our discussions and compile data for the future. Sections are only filled in when this serves a purpose. Thus, never see the Journal as a burden; if it becomes a burden then we lose in creativity.

4. Strategic partnership

Strategic partnership concerns staying informed about the programs and activities of institutions with related mandates as well as sharing knowledge with the same. Collaboration must always be proposed as soon as it seems appropriate. All types of institutions are addressed, national as well as international, and include; governments, authorities, academia, private sector, civil society organisations, aid organisations and media.

5. Institutional capacity

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

6. Sustainable economy

Each of the Action10 and RandS 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 Program (Ten Actions No 1). If the program is actually needs driven then the Target partner will be willing to pay for products and services delivered, thus the program 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 RandS concept does not only ensure the long term impact of a program 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 Program partner account in the Target country and be reinvested in other joint programs. The 10 % interest shall be used by the TC Program partner for in-direct program 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 program costs such as infrastructure, travel or administration, and that 93% of the transferred funds must always be used for direct program 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 program costs, thus directly influencing the TPs.

Action10 and RandS is developing a thorough Financial Administration and Accounting (FAA) training and coaching program. The aim is to develop high quality procedures suitable for Action10 and RandS and its Program and Target Partners. The aim is also to protect all Partners against corruption and bribery. The justification is that proper Financial Administration and Accounting is required to ensure outcome, sustainability and transparency in our program. A proper Financial Administration and Accounting shows if the financial resources invested in a program were used in an efficient way. Thus, the procedure is an important means of communication between partners. The information is also used for monitoring and evaluation planning.

7. Quality values

The quality values of the Action10 and RandS programs include truth, trust, equity and harmony. Any relation, partnership, communication, transaction, activity and report must fully honour the four Action10 and RandS quality values.

8. Resilience

With resilience is interpreted the capacity to stay strong, even when challenges threatens the program. A weakness in an activity or in a behaviour that threatens the program; for example due to political reasons in the Target country, lack of resources or weak implementation of the Ten Actions, is managed by the partners together who will show patience, respect, capacity, care and love.

9. Knowledge sharing

The here used definition for knowledge sharing is mutual, timely and honest sharing of knowledge for the benefit of all partners, PPs, TPs and SP as well as for the general public. All means available shall be used for the purpose including; face-to-face meetings, seminars, workshops, media, social media, and scientific publishing.

10. Visibility

World-wide extreme poverty eradication requires a world-wide program and network of actors, thus visibility is core for Action10/RandS' mission to reach its vision. All means available shall be used for the purpose including participation is events arranged by Strategic partners, seminars, workshops, social media, media, institutional annual reports and scientific publishing.

Appendix 6
About 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 program 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 7
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 8
Presentation of Program Partners

Please present the Program partners

Partner contact details

Name	Title	E-mail address	Phone number	Since	Position/Capacity	Mail address	City	Country
Program partners								
TCPP								
Human Rights and Science www.humanrightsandscience.se								
Cecilia ÖMAN	Director	cecilia.oman@gmail.org	+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			
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	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	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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